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Marketing
and Business Management

Edited by
WA Lydiatt

Marketing an Idea

An idea in one man's brain is of no value unless he tells it to others. The same idea spread broadcast through newspaper advertising may swell and grow into national importance.

Selling merchandise, establishing trade marks, raising large sums of money for business or charitable purposes, explaining new laws, sweeping the country with a political campaign, are only a few of the things accomplished through newspaper advertising in our experience.

Many years of study and experience enable us to plan and advise to best advantage. A complete and up-to-date organization is maintained in every office to carry out the plans decided on. No proposition with possibilities too small for most careful attention; none too large to be handled with efficiency and dispatch.

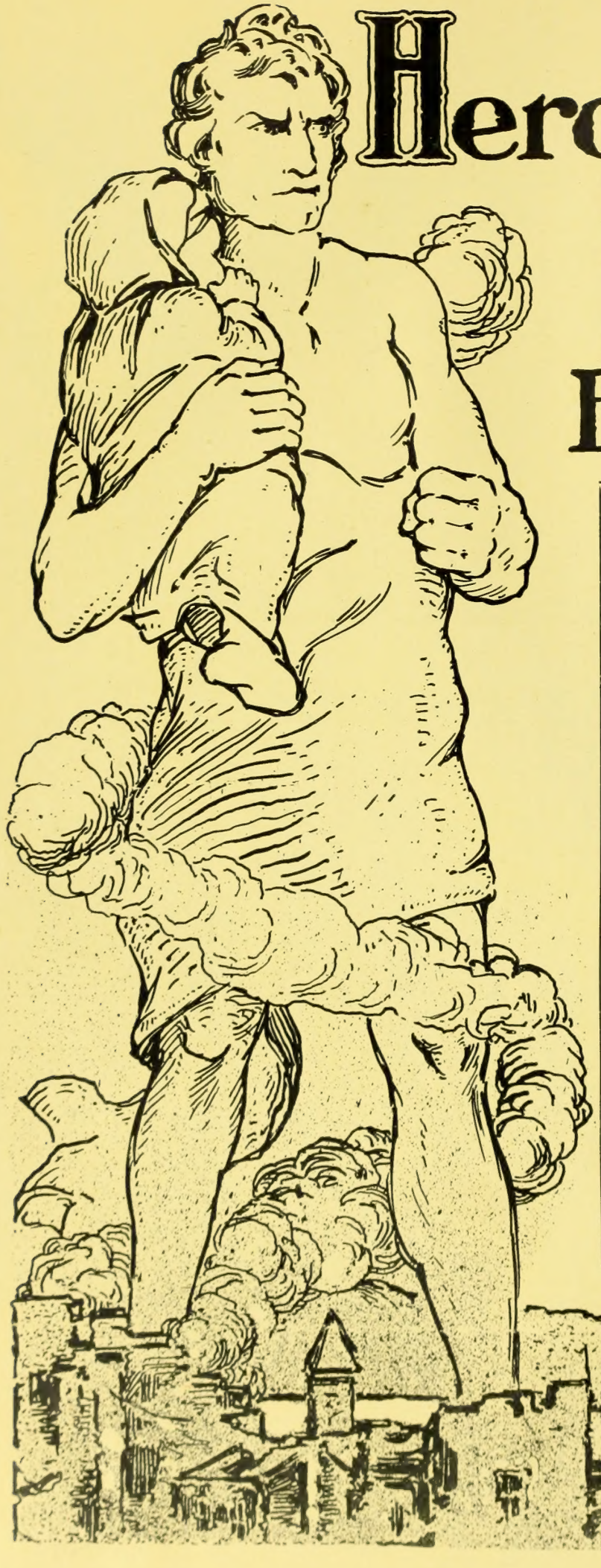
A. McKIM LIMITED

MONTREAL TORONTO WINNIPEG LONDON, ENG.

20 Cents
a Copy

MARCH 1918

$2.00
a year



Heroic Halifax

Hit Hard and Hurt But Not Halted

SIXTY-THOUSAND shock-proof, fire-proof, blizzard-proof people are right back on the job of building a bigger, better, busier Halifax. That big blast on December 6th annihilated a thousand homes, shattered lots of household goods in about eleven thousand others, besides destroying millions in other property, so it's necessary for Halifax to do some big buying.

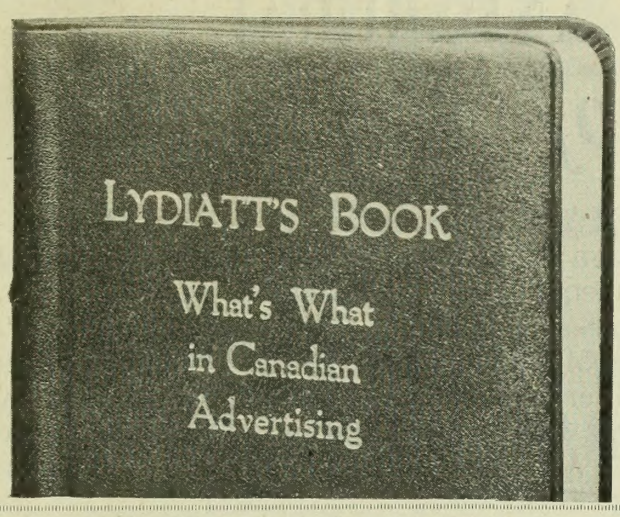
If you have anything to say or sell to these stout-hearted Nova Scotians tell it and *sell it through*

THE HALIFAX HERALD
and
THE EVENING MAIL

It is estimated that the people of Halifax must spend thirty millions to set this city in order—and what is more *they have* the thirty millions. It isn't boasting, but business, to say that within five minutes after the big blast, THE HALIFAX HERALD recovered its nerve and heartened the people by a regular edition—and that's "Service"

All Nova Scotia Reads

THE HALIFAX HERALD
and THE EVENING MAIL



New 1918 Adv. Data Now Ready

ADVERTISERS' COMPLETE GUIDE TO THE CANADIAN MARKET

Characteristics each province and principal cities, describing their industries, resources, etc.; census manufacturers and agriculture, statistics population, (distribution race, religion, ages, occupations, earnings, urban and rural, dwellings and families, etc.); bank clearings, customs revenue, building activity, number autos, retail stores, industrial payroll, etc., by cities; imports and exports;—thousands of conveniently condensed, up-to-date figures indicating trade conditions and market possibilities.

ACCURATE DATA CANADA'S ADVERTISING MEDIUMS

Correct 1918 advertising rates, most reliable and complete circulation figures (indicating local, out-of-town, net paid and gross average separately, compared with year previous); column sizes, etc., all daily newspapers; which use mats and unmounted plates; similar data all magazines, agricultural, religious, trade and other class publications; cost poster and street car advertising by cities, number posters required, etc.; valuable suggestions for handling window displays, sampling, demonstrations—all facts essential to intelligent handling of advertising appropriations.

VALUABLE REFERENCE FACTS

COPY-WRITING, ENGRAVING, TYPE, DISPLAY, PROOF-READING, ETC.

Preparing copy to suit medium; selling power various kinds copy; description, specimens, cost various kinds engravings and how to order them; hints type selection with handy specimens most popular display types; table words per inch various type sizes; paper and envelope sizes; printing costs; proof-reading marks; color laws; uses and costs electrotypes, stereos, matrices, etc.; postal rates; customs charges; trade mark and copyright regulations; express rates, etc. — all things needful to know yet hard to remember, conveniently combined in the one book.

If You Buy Any Advertising in Any Canadian Medium

You should have a copy of the

1918

LYDIATT'S BOOK

"What's What in Canadian Advertising"

5th Annual Edition **$2.00 a Copy**

Many changes in rates, in closing dates, publication sizes, frequency of issue, and in the relative standing and costs of competing mediums, many important new market statistics—literally hundreds of details and changes necessary to bring your information up-to-date—all accurately recorded and conveniently arranged in this wonderfully comprehensive little book.

Authoritative RATE Book of Canadian Advertising Media

More accurate and complete information as to rates and circulations of all publications than is found in the files of many agencies. Hundreds of the largest advertisers and agents in Canada, the United States and England rely on it very largely for the information they need in selecting mediums, making contracts, preparing copy, investigating the market. Even the best informed find it a dependable, time-saving, ready-reference. "We find it absolutely necessary in our work," say the advertising agents of Ivory Soap, in ordering this year's edition. A handy, pocket-size book, leather-bound, containing all the facts and figures busy advertising men constantly need. Everywhere recognized as the authority on Canada's advertising mediums. Not an agency directory or catalogue, but an absolutely independently compiled data and rate book for advertising buyers. Order your copy now.

Sent postpaid, on receipt of the price, $2.00

W. A. LYDIATT, Publisher - 53 Yonge Street, Toronto

THE URBAN AND RURAL *MARKETS of CANADA*

BY the use of both MACLEAN'S MAGAZINE and FARMERS' MAGAZINE, giving a combined circulation of 85,000 copies in English-speaking Canada, a seller has a circulation equivalent to 1,700,000 in the U.S.A. field—a circulation little short of that possessed by the *Saturday Evening Post.* It means that the combined circulations of MACLEAN'S and FARMERS' in Canada are sufficient for many an advertiser whose appropriation is strictly limited, and who yet wishes to keep his merchandise prominently before the consuming and distributing classes. A suggested proposal is as follows:

A full page every issue in	Total number of pages in year	Cost per page	Year's Cost will be
MACLEAN'S MAGAZINE	12	$147.00	$1,764.00
FARMERS' MAGAZINE	24	75.60	1,814.40
Both Magazines	36	$222.60	$3,578.40

These two mediums in Canada are important factors in the distribution process (1) by reason of their extensive circulations and (2) by reason of the character of the subscribers receiving these publications. We define these magazines as advertising mediums:

MacLean's Magazine

THE 55,000 copies of this magazine circulated each month among English-speaking families is the equivalent of a circulation in the United States of 1,100,000. This means that MACLEAN'S MAGAZINE has saturated its field equal to the saturation of the most largely circulated U.S.A. monthly magazine.

The classes of families subscribing to MACLEAN'S MAGAZINE are made up of the well-to do and cultured element of every community. Magazines determine the character of their readership. Which means that MACLEAN'S MAGAZINE, by reason of its distinctive character and high quality, editorily, has self-selected its subscribers—the choicest community of consumers for every good product which sellers have to market.

MACLEAN'S MAGAZINE has submitted its circulation to the Audit Bureau of Circulations of which body it is a member. A full analysed statement of circulation has been prepared, and will be sent to all requesting it.

Minimum page rate is $147. Minimum line rate is 35 cents. (5,000 lines). Type page is 7¼ x 10 ins.

Farmers' Magazine

CIRCULATION is 30,000, chiefly in Ontario and Eastern Canada. The subscribers are enthusiastic endorsers of FARMERS' MAGAZINE as a medium of practical value to them in the pressing problems of farming. It aims to help farmers practically in these times of man-shortage and speeded-up production.

"What FARMERS' MAGAZINE subscribers do to-day, their neighbors do tomorrow."

This is the oft-iterated and oft-substantiated statement concerning FARMERS' MAGAZINE. The special field of FARMERS' MAGAZINE is the leaders in agriculture—the progressive, high-producers who are rated at $10,000 and upwards —a growing class in Canada.

The women on the farm are appealed to by special features and contributors in every issue.

FARMERS' MAGAZINE is A.B.C. audited. Minimum page rate is $75.60. Minimum line rate is 18 cents (10,000 lines). Type page is 7¼ inches x 10 inches. Issued semi-monthly.

A Campaign of Dominant Spaces

in these two most influential magazines, with national circulations, can be maintained for a full year for a very moderate appropriation. The consumers reached are those of largest purchasing power and greatest influence in the communities they dwell in.

Correspondence is invited regarding these two magazines and campaigns in them.
We co-operate in many ways to assure the resultful use of these mediums.

The MacLean Publishing Company, Limited, Toronto, Can.

Also at Montreal, Winnipeg, New York, Chicago, Boston and London, England

MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY
TWO DOLLARS A YEAR

Vol. XII, No. 1 TORONTO, CANADA MARCH, 1918

EXPERIENCED ADVERTISERS TO DIRECT GOVERNMENT ADVERTISING

Logical move for Government to rely on experience and judgment of Canada's leading advertisers in planning and directing any further war-time publicity.

By THE EDITOR

THE Canadian Government has had occasion to use many thousands of dollars worth of advertising space and literature during the past four years—in connection with the several loans, to sell savings certificates, encourage food-conservation, stimulate production, recruiting, etc. Except possibly in a few instances, these various campaigns have not failed to produce results.

But was the most effective copy used?

Were the different classes of media used in the best way and in the right proportion?

Was there needless duplication of effort?

Could the advertising have been done at no greater cost, but with greater results?

Was everything done that should have been done?

Have the Government's campaigns been too spasmodic?

Have the campaigns been planned with due deliberateness, or prepared hastily, overnight, as it were, and therefore been the victims of hindsight?

Has the Government done all the advertising it should have done? Possibly some difficulties could have been avoided by means of persistent and intelligently planned propaganda at the right time.

These are questions which can best be answered by those experienced in the uses of publicity and advertising.

War conditions forced many new and urgent problems on the leaders of the Government and department heads. Things had to be done, and done right, quickly—though Government officials were without experience in doing them. So wisely, the knowledge and judgment of experienced business men was enlisted to advise, organize and supervise. They knew what to get and where to get it, or what to do and how to do it. They brought order and accomplishment where there might have been chaos and disaster.

England and the United States, as well as Canada, have added immeasurably to their fighting strength, if indeed the situation has not more than once been saved, by enlisting the experience of their leading business men. At critical periods the detailed knowledge, long experience and resourcefulness possessed by leaders in various lines of business have stood these Governments in good stead.

Who then can best cope with the war-time advertising problems of the Government?

Who is best equipped to organize the most effective advertising campaigns to further the Government's purposes?

Who knows best what kind of copy and what classes of media will produce the desired results?

Who can best decide as to what expenditures are necessary or advisable?

Who knows best what can be done, how to do it and what it should cost?

Who knows best how to coordinate various advertising activities to secure the maximum of results at the minimum of expense?

Why Canada's leading advertisers, of course?

What is more logical than that the Government should draw on the knowledge, experience and ability of Canada's leading advertisers to get the results it desires?

Have they been consulted? No. Has their co-operation been invited? Yes, if contributions of advertising space be considered. But have they had anything to do with the planning, organizing or conduct of Government advertising? Unfortunately, no.

Advertising men have been employed. Different advertising agencies have co-operated in planning and preparing several campaigns. A committee of publishers and others who had advertising to sell co-operated with a committee of bond brokers in planning and handling the recent Victory Loan campaign. What might have been the result without their guidance it is painful to contemplate.

But with all credit for what was accomplished, many of these "advertising men" lacked the unique experience and the entirely disinterested point of view of men who through many years have invested hundreds of thousands of dollars of their own money in persistent campaigning to win public goodwill for their products.

Will Canada's leading advertisers place their time and invaluable experience at the service of

the Canadian Government? Unquestionably — any number of them. Then why don't they do it?

We hope they will. Moreover, if they do, we hope the Government will recognize their unselfish desire to serve the country's present needs by placing the fruits of their long and varied experience at the disposal of those officials or departments in a position to benefit by it.

These men would not be seeking appointments, nor political preferment or advantage, nor to disburse "patronage." They would have nothing to sell the Government— nothing to gain for themselves, except as the employment of their knowledge of advertising essentials would help to promote the Government's plans for winning the war—a result toward which any loyal citizen would make any sacrifice of time or energy.

So we suggest and urge the earnest consideration by the Dominion Cabinet of the proposal that an Advertising Advisory Council be appointed, made up of Canada's leading national advertisers—business men who know the essentials of advertising effectiveness and advertising economy, if anyone does—men with no interests to serve other than the Government's.

Such a committee, properly organized and given adequate powers, would prove invaluable in organizing and supervising advertising campaigns for increased production, war savings stamps, Victory Bonds or any other purpose for which advertising might be profitably employed. Backed by their various advertising departments, and with the co-operation of publishers, poster, street-car, direct-mail and all other advertising interests with whom they are dealing daily, they should be able to rally all the forces of publicity in a way to give efficiency and power to the Government's publicity projects.

We would like to hear from those who approve of the suggestion; also from any who may offer objections to it.

SELLING STOCK EXCHANGE SERVICE

Unique development in financial advertising. Montreal and Toronto stock exchanges launch advertising campaigns to explain their functions and the service rendered by their members. Old-time prejudices overcome.

ASK the average citizen "what is the stock exchange" and like as not, he'll say: "Why it's where they 'gamble' in stocks." Ask him a similar question about stock brokers, and you'll be told that a broker is in business to buy for some clients, sell for others. Does he buy and sell all stocks? Oh, no, you'll be told, he only deals in "listed" stocks.

A certain broker had a client with whom he had been dealing off and on for twenty years. After transacting some business in the broker's office one day the client rose, and as he buttoned up his coat remarked: "I must run along and fix up my subscription for Victory Bonds." "Why not let me attend to that for you?" asked the broker. "Why, I didn't know you handled investments other than stocks" was the reply.

So it appears that even many customers of the stock brokers were unaware of the extent of the service rendered.

Publicity, except within the limits of the colorless "card," has been taboo among stock exchange members the world over, and not without some reason. But conditions have changed. The flotation of huge Government loans has "created" many thousands of new "investors" who are ignorant of the safeguards provided by these institutions. Instances have come to light where holders of

TO "VICTORY BOND" OWNERS

THE recent issue of Canada's Victory Loan is one of the first bond issues to enjoy widespread public subscription.

The issue is an excellent example of a class of investment securities that offer people in every walk of life a safe and profitable investment of savings or capital

It provides absolute security of principal and a safe and sure income. It is a class of security that finds a ready market—that can be converted into cash on short notice. To-day Victory Bonds are being bought and sold by the members of the Montreal Stock Exchange. The value of Victory Bonds as an investment appeals strongly to many people. They are desirous of buying more.

If you were not in a position to buy when the subscription lists were open, or should you desire to add to your present holdings, the opportunity is still open.

In a security issue of this size there are always some people who, through force of circumstances or for other reasons, desire to sell.

Should you desire to purchase or dispose of Victory Bonds the Montreal Stock Exchange offers you a permanent and easily available market. It offers you the largest market in Canada, because Montreal is the financial centre of this country.

Any Member of the Montreal Stock Exchange will conduct transactions for you in Victory Bonds, and you are assured of securing or receiving the true market value.

Write to-day to the Secretary of the Montreal Stock Exchange for complete information. Use the form below provided for the purpose.

MONTREAL STOCK EXCHANGE

To the Secretary of the Montreal Stock Exchange,
Room 141 Montreal Stock Exchange Building, Montreal, Can.

Without obligation, please send me your Book on Investing, also information regarding the market for Victory Bonds.

Name .....

Address .....

One of the ads in the eductional campaign being carried across Canada by the Montreal Stock Exchange, where the idea is said to have originated.

Victory bonds have been induced to part with them at figures below the market, so the stock exchanges have taken it upon themselves as a duty to the investing public not to sacrifice the bonds, pointing out that stock exchange members can find a market for them at full value. Dealing with a member of the exchange he is assured as to the ruling price.

Men prominently identified with the Toronto and Montreal stock exchanges have long felt that a great portion of the investing public was not fully informed as to ways of buying and selling securities. So funds were deposited in a bank or loan company at a comparatively low rate of interest. Those who ventured beyond such deposits were often apt to deal with irresponsible people and suffer loss.

Without thought of criticism of the policy or wisdom of depositing funds with banks, etc., it was believed that many persons having funds to invest might be interested in investing them more profitably. And since members of the stock exchange are in a superior position to render such service it was felt that this fact should become more generally understood.

The number of investors amongst the general public is to-day very much greater that in pre-war times. Many of them are quite uninformed as to methods of buying and selling securities, and therefor liable to fall into the hands of unscrupulous schemers and lose confidence in the stocks and bonds form of investment.

These were among the considerations which led to the undertaking of an educational cam-

paign, through a series of advertisements in the public press, dealing with the services rendered by members of the stock exchange, their responsibility, etc.

Some advertisements of the Montreal Stock Exchange have advertised the recent City of Montreal bond issue, with the object of securing its general distribution among the citizens of Montreal.

This stock exchange publicity will go far to dispel the curious illusion on the part of many people that exchange members deal only in listed securities. This of course is not the case. Members buy and sell every class of security whether on the Exchange or elsewhere, whether "listed" or not—such as curb stocks, mining stocks, grain, cotton, corn, wheat, pork, oil and produce as well as stock and bonds of industrial companies, municipal bonds, etc.

The campaign of the Toronto Stock Exchange is being directed by the J. J. Gibbons Ltd. agency, and runs in a list of important Ontario publications for at least four months. The copy explains that members of the Exchange conduct their business under certain stated, rigid rules which are a safeguard to the investing public. A seat on the Toronto Stock Exchange costs a great many thousand dollars, and cannot easily be obtained as investigation into personal standing probity, etc., of every would-be member is extremely strict. The press advertising is supplemented by a well-distributed booklet service.

The campaign of the Montreal Stock Exchange is stated to be Dominion-wide, except for Toronto territory, and is being handled by the Consolidated Advertising Service of Montreal.

Safeguarding the Investor

The Investor—whether he deals in large or small sums—should make sure of the reliability of the investment house with which he does business. He should know that he is receiving or paying the actual market price for his investment.

This is ensured when you deal with a member of the Toronto Stock Exchange.

If you are interested in buying or selling any security, you will get full information from any member of the Toronto Stock Exchange, without obligating you in any way. The following is a complete list of the members:

A. E. Ames & Co.	Union Bank Building
T. O. Anderson & Co.	33 Melinda Street
Jas. W. Baillie & Co.	33 Melinda Street
Geo. W. Blaikie & Co.	Standard Bank Bldg.
Bongard, Ryerson & Co.	85 Bay Street
Brent, Torell & Co.	Dominion Bank Bldg
Brouse, Mitchell & Co.	71 Bay Street
Buchanan, Seagram & Co.	23 Jordan Street
A. P. Burritt & Co.	12 Jordan Street
Cassels & Biggar	Standard Bank Bldg.
Cassels, Browne & Co.	Dominion Bank Bldg.
Cassels, Son & Co.	Canada Life Bldg.
Croft & Murphy	6 King Street West
Edward Cronyn & Co.	71 Bay Street
F. H. Deacon & Co.	97 Bay Street
Duncanson, How & Co.	10 Jordan Street
Albert E. Dyment & Co.	Dominion Bank Bldg
G. Power Ferguson & Co.	23 Toronto Street
Fletcher, Macfarlane & Co.	90 Bay Street
Green, Dodds & Co.	Royal Bank Building
C. W. Hamby & Co.	12 King St. East
Heron & Co.	4 Colborne Street
Aemilius Jarvis	103 Bay Street
Edward E. Lawson & Co.	C.P.R. Building
Lyon & Plummer	21 Melinda Street
A. H. Martens & Co.	Royal Bank Building
W. G. Mitchell & Co.	36 Victoria Street
McMillan, Nicholson & Co.	Royal Bank Building
Morris & Wright	Hamilton, Ont.
Morrow & Jellett	103 Bay Street
Cawthra Mulock & Co.	12 King St. E., Toronto / Hamilton, Ont.
J. K. Niven & Co.	47 Wellington St. E.
H. H. O'Flynn	Bank of Hamilton Bldg.
H. O'Hara & Co.	Royal Bank Building
J. Ewart Osborne	39 Yonge Street
Osler & Hammond	21 Jordan Street
A. E. Osler & Co.	7 Melinda Street
Avern Pardoe & Co.	C.P.R. Building
Pellatt & Pellatt	Bank of Hamilton Bldg.
Norman D. Perry & Co.	Lumsden Building
Playfair, Paterson & Co.	2 Toronto Street
John Stark & Co.	Royal Bank Building
Fred. J. Stewart	C.P.R. Building
Tomenson, Forwood & Co.	42 King W., Toronto / Hamilton, Ont.
Watt & Watt	Bank of Hamilton Bldg.

Toronto Stock Exchange

Showing that it is possible to advertise investment service along conservative lines, yet beyond the former prescribed limits of the business card style of advertisement. It has been suggested that this campaign may usher in a new era of financial advertising, assuming the duty of protecting the investing public from irresponsibles.

An admirable treatment of illustration, to ensure clean, clear-cut [illegible] results in farm journals or newspaper.

Mr. John MacLaren, Business Manager of the Edmonton Journal, spent a few weeks in the East, during February, visiting advertisers and Journal representatives in New York, Chicago and Toronto. He reports business in the West as booming and money plentiful.

The London Advertising Club, has arranged for a series of Frank Stockdale's lectures for five days, beginning March 18th.

A Business Men's Club has been organized in Brantford, as the outcome of the recent Stockdale lectures in Hamilton, a number of Brantford merchants having taken them in and become enthused accordingly. Russell T. Kelly, President of the Hamilton Board of Trade, spoke at the organization meeting.

"Ottawa, the Capital City of Canada —The Story of Its Capabilities for the Advertiser" is the title of a most interesting and informative book just issued by the Journal Dailies. The advertiser is given a wealth of facts and statistics regarding the Ottawa market, which it would pay anyone to study. Were the dailies in every city to issue similarly complete data, and if advertisers studied it in relation to the possible market for their goods, as they should do, the success of advertising campaigns would be greatly advanced.

The Journal Dailies are to be congratulated for their admirable appreciation of the advertiser's needs from the standpoint of information, and also for the especially attractive and readable form in which the data is presented. If you haven't seen this book, get it, read it, study it for light on your marketing problems.

The Niagara Falls Evening Review has announced the purchase of the Daily Record, which will be merged with the Review. Conditions, it is said, made it impossible for two papers to make a living. The Review was started as a daily by F. H. Leslie, in 1914, but The Daily Record had been running some years previous to the war. The Weekly Review started in 1879. It is an Independent-Liberal paper.

PUTTING INCENTIVE INTO SELLING

Anything we can do to stir up the salesmen is good for business. But it should be the rule to get best out of men, rather than the most. To do this competitive methods, based on quotas, are used. Quotas are fixed to stimulate salesmen's efforts along desired lines. Here's an instance of arranging quotas to overcome neglect of some items in the line. Also an interesting solution of the problem of getting salesmen to report.

By HAROLD C. LOWREY

TO-DAY as never before, business men are searching for better methods — ways and means to get the business of the day transacted with expeditious cost-cutting efficiency. Even the Government is sufficiently exercised over the rising costs of doing business as to hint at drastic restrictions for the curtailment of competitive selling that ultimates into enhanced prices minus a corresponding enhancement in value received by the consumer.

Selling costs have been under keen analysis and such a waste of selling effort has been discovered that the Government has been urged to command a curtailment and even a total cessation of sales solicitation by means of travelling salesmen. The Government has held aloof, but it would be unwise to assume that this will always be the case. Business must be transacted at a lesser cost and in the strenuous months to come sales managers will find incumbent upon them to discover ways and means to sell more goods per dollar of sales cost than formerly.

Selling more goods at a lesser selling cost, in the final analysis means a higher percentage of sales per salesman — a higher sales quota. The quota idea is sound and when applied intelligently has been proven to be a great reducer of selling costs. Its success lies entirely in the manner the quota is apportioned and applied.

No modern sales manager would send out a sales force without first mapping out itineraries and securing lists of dealers. The salesman is told to make this town and that town; a schedule is set for him, and every care is taken to see that the firm gets the best selling effort during a trip.

When so much care has been devoted to the conservation of the salesman's time and his preparation for the sales interview, is it not highly important that the sales volume be nurtured with equal zeal and surrounded with corresponding safeguards? Salesmen have their depressed days yet, in most cases, itinerary schedules are inflexible, and calls must be made. But what of the sales? This is where quotas prove their worth.

For some three years or more the White Swan Spice and Cereals, Limited, Toronto, have used sales quotas, and have evolved a quota system with many commendable features. To get the right perspective, let me digress to say that this firm had been under a "rule of thumb" management until the re-organization about four years ago. The new president, A. M. Brooks, insists upon exactness, absolute exactness. So it is small wonder that when the selling came under his keen scrutiny slipshod "rule of thumb" methods were immediately discarded. Such a drastic reorganization cannot be accomplished without some changes in the selling personnel, nevertheless it was done.

Instead of sending out a sales force to cover certain territories with the expectation that they would return with a satisfactory amount of business, the salesmen were told how much business they HAD to get in order to earn their salaries, in other words they were given a quota, a minimum quota, the maintenance of which was an index of their usefulness to the firm.

There was no camouflage about the imposition of these sales quotas. The salesman was told frankly that the firm could not continue to employ any salesman who failed to maintain his quota, and as they were paid bonuses for exceeding the quota the salesmen took kindly to the new order.

As time went along, it was discovered that some of the salesmen seemed satisfied when the quota had been exceeded. The achieving of record sales had no appeal even though the bonuses were scaled. This attitude was overcome by the simple expedient of intimating to the salesmen that unless bonuses were regularly earned a salesman would not be retained. This proved sufficient. Sales have been climbing ever since.

The quota system has been productive of a greatly lowered selling cost and at the same time has increased the remuneration to the salesmen, thus solving two problems at once. When the enthusiasm of the salesmen developed a tendency to concentrate selling efforts on certain favorite lines to the neglect of others of the White Swan family of food products, it was found necessary to adopt a new quota system.

Instead of a quota of so many dollars per week for sales of the whole line of products, these products were divided into four groups and a quota set for each group. To make his sales quota the salesman had to sell the quotas of each of the four groups. This simple plan immediately equalized sales over the entire line and had the effect of increasing the total sales volume.

This effect was clear proof that the salesman had been indifferent about selling certain products, for as there had been no change in territories nor noticeable decrease in the sales of the aforetime favorites, the salesman had not put the required selling effort behind the neglected lines. The sub-quota system turned the searchlight on this discrepancy and the salesman made haste to maintain his reputation as a salesman.

In this case the sales quota has proven its effectiveness as a sales booster and in addition it has brought to light certain deficiencies which otherwise would have continued their parasital work undiscovered. The quota system led naturally to a wiser system of sales control which is unique from the standpoint of its simplicity and its intelligent effectiveness. Briefly the system is this. No salesman, no matter how good a salesman he may be, can 100% efficiently "sell" a line of 38 products even though those 38 be associated lines. They "took orders" for the full

line, but in reality only "sold" three or four products. The quota system showed this fact so plainly that a follow-up system was worked out whereby salesmen's orders were checked against the full line and every customer was followed up to buy those products for which the salesman had failed to get orders. The direct mail follow-up was scheduled five days after the salesman's call and every ten days thereafter until the salesman called again. Carbons of these personal letter follow-ups were sent to the salesmen and duplicates were filed in the customer's file and in a tickler file, while a fourth one was held for checking against incoming orders. Upon receipt of an order the carbons are attached to the order, thus automatically killing one follow up and starting another.

Salesmen were required to make out their route sheets a week in advance so that the H.O. would have plenty of time to mail out instructions and selling ammunition to the different points. The unique feature of this route sheet is the combining of it with the form the home office uses to check up the work of the salesman. The salesman fills in his itinerary and against this the office enters the number of dealers called on and the amount of the sales. The sales totals and the salary and expenses totals are compared with the trip preceding. The idea being to continually impress upon the salesman's memory the fact that he must maintain his quota and earn a bonus. The very nature of the form is indicative of the unceasing watchfulness of the home office. The routings are tacked on the sales maps. By means of four graphs the salesman's record is chartered from the route sheets; one graph shows the total sales for the year as compared with the year previous, another, his expenses for the two years; another, the ratio of sales to expenses for the two years; and the comparison of the number of sales to the number of calls.

The salesman is required to send in a daily report of essentials only, such as dealer's name, town, and amount of sales. The salesman is required to total both sales and expenses and to set these totals under each other in the spaces provided for same. The daily expense slip is combined with the daily report form, thus ensuring the prompt filling in of the daily report. On the reverse of this form is a space for the salesman to set down the sales totals and expenses totals for the week including salary. He is then required to work out the selling costs and the percentage. Directly underneath is the printed statement that selling expenses should not exceed 10% of the sales total, coupled with a request for suggestions as to how selling costs might be lowered.

From these reports the head office gleans the information to keep up to the minute the graphs and the card index system, which shows the number of calls made on each dealer in all towns and the number of sales and amounts for two years trip by trip. The card is made out for the town and all the dealers' names in that town are listed thereon, so that we can see at a glance what dealers are dealing with us, and what are being neglected; it also shows the corresponding sales totals.

Keeping tabs on sales with such a simple system—one that is minus all clogging red tape—is an effective factor in the reduction of selling costs by virtue of the increased efficiency of the selling staff. The sales quota backed up by the sales control system outlined above has increased the ratio of sales to calls as well as the dollar totals of sales per call and in addition has increased the income of the salesmen and the profits of the company. That has been the experience of the White Swan Spices and Cereals, Limited. What more could you ask of a sales quota?

The daily expense slip is combined with the daily report form, thus ensuring the prompt filling in of the daily report. One is not accepted unless the other is complete.

DAILY REPORT OF SALES — November 26 191 7

DEALERS CALLED ON (The name of every dealer called on must be given, together with his address and amount sold)	BUYER'S NAME (This must be shown in every instance)	TOWN	AMOUNT (If not sold mark "X")	
John Smith	Wm Henderson	Welland	$60	00
George Morrison	Henry Murray	St. Catherine's	40	00
AL SALES FOR DAY			100	00
AL EXPENSES FOR DAY			~3	50

John Turner SALESMAN

report must be mailed every day excepting Sunday

EXPENSE REPORT — November 26 191 7

THE FOLLOWING BLANKS MUST BE FILLED IN (Particularly information regarding transportation service, time, etc., as a matter of office record for future use)

Breakfast at Welland	.	50
Dinner at St Catherine's		75
Supper at		50
Bed at		50
Left Welland at 10 o'clock		
Arrived St Catherine's at 11.30 o'clock		
Fare (by train, boat, livery)	1	10
(Cancel unnecessary words)		
TOTAL EXPENSES FOR THE DAY	~3	50
TOTAL SALES FOR DAY	100	00

John Turner SALESMAN

× Not sold
– Not called on

1915 Town

Name of Traveler John Turner

No.	Total Amount	Dealers	Nov. 25	Dec. 5	Dec. 15
10	1000 00	George Morrison	40 00	X	—

IMPORTANT: A new list must be mailed EVERY WEEK to arrive not later than Tuesday of the week prior to the week of the route given

ROUTE for week ending _____ 191 ____

SALESMEN MUST NOT USE THESE COLUMNS

THIS TRIP _____ 191 _ LAST TRIP _____ 191

Date	Day	Town	Hotel (Give name of hotel where you will spend night)	Dealers Called on	Dealers Sold	Net Sales	Dealers Called on	Dealers Sold	Net Sales
	Monday								
	Saturday								
			Totals			$			$

N. B This is our only record of where we can find you, and you should advise BEFOREHAND of any changes in dates or towns to be called on.
Make note of new towns added or other towns left off since last trip.
Keep a copy for your own record and fill in the sales information at the end of the trip so that you can compare it with the next trip you make.
Any suggestions that may help to improve the business will be appreciated
A letter from the office about SOMETHING SPECIFIC a few days before your call may help you to land an order. Give us an idea what to write about and we will send you a copy of the letter to the town it is addressed to.

MAKE YOUR REMARKS ON THE BACK

Representative

COLLECTIONS MAILED TO _____ HOTEL

White Swan Spices and Cereals, Limited

Expenses (per expense report)	$	Expenses (per expense report)	$
Salary for week	$	Salary for week	$
Total salary and expenses	$	Total salary and expenses	$
Percentage of total expenses to sales	$	Percentage of total expenses to sales	$

Salesmen set down daily sales and expense totals on the smaller form shown at the left—printed on the back of his daily expense account. He is required to work out the selling costs and percentage, being reminded that selling expenses should not exceed 10%. The large card underneath is used in the home office to assemble information gleaned from these salesmen's report as received.

KEEPING UP SELLING EFFORT WHEN YOU CAN'T FILL ORDERS

GEO. H. CHARLS
Vice-President and Sales Manager, American Rolling Mills Co.
Middletown, Ohio.

ALL oversold conditions present three dangerous temptations:

First, to cheapen the product.

Second, to reduce sales cost by reducing the sales force.

Third, to lessen or discontinue advertising.

Yielding to one or all is a questionable business procedure for the average institution, because:

Cheapening the product breeds dissatisfaction.

Reducing the sales force cripples the organization for the reactions which business cycles prove are inevitable.

Lessening or discontinuing advertising sacrifices previous effort, expenditures and prestige, and provides no anchor to the windward when adverse winds are blowing.

However, there are exceptions to these rules. Some products have been cheapened, selling prices raised, and the sales increased. Some concerns have sent their sales forces on a vacation or let them out entirely, and are still doing a big business. But, in most cases, the advertising is continued or increased.

Why should any wise business man yield in the first two temptations, yet sternly refuse to risk the third?

Obviously because he is unqualifiedly convinced that

ADVERTISING IS BUSINESS INSURANCE!

The thoughtful man looks ahead and provides for the future. He buys insurance when he is well and able to do so. He does not think of allowing his annual payment to lapse because he knows that he will lose the cumulative value of previous payments and eventually will be compelled to make up the deficit, or buy another policy at higher rates and increased premium. In equal manner do these conditions apply to advertising as business insurance.

It would be wiser for a man to forfeit his insurance one year and buy a new policy the next year than for a representative business institution to play an in-and-out game of advertising. No insurance company has as yet evolved a satisfactory method of guaranteeing the successful operation of a business institution on a dividend-paying basis, yet judicious advertising of a product that is right will accomplish this much desired result.

The phrases "successful operation" and "dividend-paying basis" have a different meaning to-day than they ever had before. No business can be successfully operated without every employe being able to earn a fair living wage. The business that thrives on the impoverished condition of its employes is a house of sand on a foundation of quicksand, unworthy of patronage, credit or association with concerns of honor.

No concern can truly be on a dividend-paying basis which does not share them with its employes to the extent of assuring their happiness and clean surroundings, freedom from danger and honest interest in their welfare at home as well as in the plant.

The public is becoming more and more interested in how a thing is produced, under what conditions and surroundings, so that they may better judge the intrinsic quality. You will see that this truth is consciously or subconsciously recognized and emphasized by leading advertisers.

Not many years ago no one thought of stamping an egg with the date it was laid, no one asked for certified milk, pure foods and the method of making them were not subjected to close public scrutiny, but they are to-day. Likewise will the policy of a company towards those in its employ be a deciding factor in the choice of its produce.

I do not imply unionism or non-unionism, but simply that practice of fairness which plainly denotes the character and human qualities of those who, in the same manner, decide the business policy and the quality of the product. By this line of reasoning we are persuaded that it is not only our duty to insure our business for the stockholders, but in addition thereto, we have the greater responsibility of insuring the health, happiness and bread-winning power of the millions behind industrial enterprise, the employes, against the adjustment period.

The company which continues to advertise when it is difficult to fill orders will reflect progressive management, which implies quality products and, more important, sincere consideration for the men producing such products. We can, and many of us do, insure the lives of those employes while they remain in our employ, but what will that avail them if they are unable to continue their jobs or earn a satisfactory wage when conditions change?

We look in vain for an insurance company to do this humane work for us, regardless of the high premium we might be willing to pay.

Therefore we must avail ourselves of the only protection, the only insurance we have, and advertise judiciously, so that public opinion will at least acknowledge an acquaintance with our product, when we are again able to deliver the goods, and that our employes will have an equal chance to hold their jobs, pay for their homes, and not lose both when the period of strenuous competition arrives.

By this course only can we successfully operate and keep our business on a dividend-paying basis in the newer meaning, with all that these phrases truly imply, and make.

AMERICAN BUSINESS SAFE FOR PEACE!

This leads to the question, "What is judicious advertising when it is hard to get the goods to fill the orders?"

The ramifications of each company's problems are too intricate to be soundly covered by a given set of rules. Each individual case must be carefully analyzed before a correct solution can be attained. Much has been spoken and written regarding the cumulative value of advertising. In simple terms, it is the fixed result obtained by continuous endeavor to sway, mould and solidify public opinion.

The reasoning and the conclusions governing a decision on advertising when it is hard to fill orders, must be absolutely right, or public opinion may be influenced in a way that will prove disastrous. Utmost caution is imperative to predetermine the effect each advertisement shall produce. Obviously, if an oversold condition exists you are forced to write the copy for future value rather than to bring out increased demand for prompt deliveries.

Advertising during such a period must be constructed for the purpose of holding old customers and starting the propaganda to influence new prospects favorably toward your product. It must not have the effect of antagonizing the old customer, who is losing business because of your delayed shipments, and certainly it should not whet the appetite of the new prospect only to disappoint and irritate.

Judicious advertising entails utmost consideration of each phase of the particular problem encountered by the producer and the distributor. It demands unwavering determination to indelibly fix the trade mark in the public's mind. Each advertisement must receive intensive treatment and must possess maximum dynamic power, to hold what has been gained and build for the future.

For two years and a half The American Rolling Mill Company has been unable to supply the ever-increasing demand for its products, notwithstanding that during this period production was increased twenty-five per cent. It has been forcibly confronted with the proposition of advertising when it is hard to get the goods to deliver the orders.

This company has consistently pursued a policy of taking care of its regular customers instead of casting them aside for the more profitable business of foreign buyers or the bonuses offered by domestic consumers who could not obtain their raw products. This action cost millions of dollars, but the Company determinedly kept in mind that it was building a permanent business edifice, that time flies rapidly, and that some day it would have to spend those millions buying back the business and good-will of its clients, if they were forsaken in this emergency.

The same reasoning which crystallized this policy formed the Company's decision to continue its advertising campaign. The premises for this conclusion were based upon the fact that it had laboured fifteen years in building up a clientele of choice distributors who had favored it with their faith and their confidence, who were depending upon it for the maintenance of their business, who had placed their complete trust in it for a continuance of service without making any other provision for the supply of their raw products. The Company had advertised its products to their customers in the past and it knew the distributor would suffer if it did

(Continued on page 41)

ARMCO IRON
Thousands of corrugated culverts of Armco Iron are giving yeoman service under streets, highways, and railroads.
HERE are some representative Armco products. There are hundreds of others, for the scope of Armco Iron's usefulness covers every sheet metal and plate metal need.
Wise manufacturers and users of iron products choose Armco (American Ingot) Iron because it is the purest iron made, the most carefully manufactured and inspected.
Its purity and evenness give it the highest known degree of rust-resistance, make it work smoothly and weld perfectly; save labor cost in manufacture; promote efficiency and economy in use. Rigid inspection insures iron almost free from impurities.
Send for a free copy of "The Story of Armco Iron." Do it today.
THE AMERICAN ROLLING MILL COMPANY
Box 912, Middletown, Ohio
Licensed Manufacturers under Patents granted to The International Metal Products Co.
BRANCH OFFICES: Chicago, Pittsburgh, Detroit, New York, Washington, Cincinnati, St. Louis, Cleveland, San Francisco, Atlanta
AMERICAN ARMCO INGOT IRON
The trade-mark ARMCO carries the assurance that iron bearing that mark is manufactured by The American Rolling Mill Company with the skill, intelligence and fidelity associated with its products, and hence can be depended upon to possess in the highest degree the merit claimed for it.
Bank vault lined with Armco Iron by Victor Safe & Lock Co., Cincinnati. These leading manufacturers of safes, locks, and bank vaults chose Armco Iron because their purposes require the most durable metal
These two Armco Iron boiler tubes were made by the Monongahela Tube Co. of Pittsburgh.
This also shows threading on Armco Iron tubes and results of a flushing test of the strength of a lap weld. Armco Iron is perfect in welding quality.
The wire fencing of the Page Woven Wire Fence Co., Monessen, Pa., is justly noted for its rust resistance, economy, and durability. It is made of 99.84 per cent pure Armco Iron
The Welded Steel Barrel Corporation of Detroit have adopted Armco Iron for their welded barrels because of its perfect welding qualities and its power to resist rust.
The wide popularity of Armco Iron stoves and ranges is shown by the fact that over 75 stove manufacturers now use Armco Iron.
Armco Iron range boilers are giving splendid service in many homes. They are made by L. Wolff Mfg. Co., Chicago, Ill., L. O. Koven & Bro., New York City, and other progressive manufacturers.
Easy workability—as well as unequaled rust resistance—makes Armco Iron the best material for the best underground storage tanks.
The Gantz Tank Co. of Sapulpa, Okla., are leading manufacturers of Armco Iron oil tanks. These tanks are noted for their economical, durable service.
W. N. Matthews & Bro., St. Louis, equip their Matthews Screw Anchors with Armco Iron rods in the 5/8 and 7/8 inch sizes, for anchoring guy wires to the ground
ARMCO IRON Resists Rust

This Company's advertising aims to promote sales indirectly by building up public preference for goods *made with* Armco Iron. Note how it features various manufacturer's lines in which its iron is used.

MY IDEA OF "MARKETING"

JOHN C. KIRKWOOD
Editor of "Printer and Publisher"

Mr. Kirkwood contributed the following as part of an article in last month's ECONOMIC ADVERTISING, and it is printed here because it conveys another man's ideas of what MARKETING ought to be and do. We will appreciate suggestions from any interested reader as to matters relating to selling or advertising in Canada which it is thought might prove of general interest. —EDITOR.

ANY experienced man who has had frequent contact with manufacturers and others wishing to build up a business that cannot be easily stolen from them knows planning of a sound merchandising campaign is the problem of combining many forces and maintaining these in active co-operation. Also, there must be a good deal of specialized investigation of conditions, markets, nature and extent of competition, dealers' attitude, and so on, before a sound plan and campaign can be devised and launched.

If I take my own experience as the basis for generalization, I would say that the average manufacturer is a very poor merchant or salesman. His thought and energies are given mainly to manufacturing and administration. While in theory he may admit the supreme importance of the sales end of his business, in practice he fails to give the selling department of his business the studious attention and the financial support needed for maximum sales. John Wanamaker and men of his type have made their successes by being superior merchants. Their main thought is how to multiply customers and sales. They engage other men to administer their business and to do the buying, so as to leave themselves free to devote their energy to the main end of their businesses—the sale of merchandise.

The average manufacturer wants to think that he can make big sales and continue making them without too much cost or effort on his part. If some printer can sell him a plan of direct-by-mail advertising on the argument that this plan will surely get plentiful business, the average manufacturer is half disposed to believe that great success will follow the employment of this type of selling effort. And similarly in regard to other forms of advertising—newspaper and magazine advertising, poster and street car advertising. And the average manufacturer wants quick results. He usually has his thoughts dwelling on the remarkable success of some competitor whose success he would emulate. And when the slow and comprehensive methods and forces employed by this competitor are pointed out to him, this wishful manufacturer is reluctant to follow the beaten path of success and to figure Time in his plans. Only after actual and costly acquaintance with futile ways does the average manufacturer settle down to a pursuit of the right course.

If MARKETING achieves one of its objects—perhaps its main object—of making manufacturers and others with goods to sell in Canada know just what is involved in a sound merchandising plan, it will do a fine and invaluable service. This magazine I trust will serve many classes.

Publishers will be its debtors, for it should stir them up to provide space-buyers with an amount and kind of local information absolutely necessary to provide, if space-buyers are to get the best results from local advertising. Many Canadian publishers are doing a very good work now for space-buyers, but there is still much left to be done, and to be done by more publishers. Publishers can obtain statistical information of value to a national advertiser; can ascertain and communicate the number and identity and rating of retail distributors; can ascertain and communicate the nature and extent of demand for merchandise of stated kinds. Such service is not only legitimate publishers' service, but in my judgment a perfectly proper sort of service to provide. In the matter of defining their circulations with the utmost fullness and frankness, publishers generally are showing a disposition to provide information of the sort desired.

Advertising agencies should be helped by MARKETING. Agencies need an amount of specific or exact information not always possessed yet needed by them when they are offering advice to space-buyers. If an advertising agency were called on to-morrow to provide a sound plan of national advertising and merchandising for, let us say, a wardrobe trunk, he would meet with perplexities because of lack of definite, accurate and sufficient knowledge. I should like to think that MARKETING would help in such a circumstance.

Advertisers and manufacturers who have selling problems to solve and who want to find correct solutions without the waste of time and money will, I trust, find the kind of information and assistance in MARKETING which they need. For I am expecting that it will provide digests, or amplified accounts, of the merchandising plans of many successful firms, and apply their conclusions to Canada.

The copy-writer will, I trust, find in MARKETING the sort of help useful to him in his work—and most of us who write copy need checking up and instruction. The copy-writer's art is never in a static condition.

Direct advertising and various details of printing and engraving have their place in most merchandising plans, and will surely receive due attention in MARKETING.

Mr Lydiatt hasn't indicated to me his own ideas for MARKETING and I may be presumptuous in saying what I have. Perhaps I am trying to state my own ideas as to what MARKETING should and can be. Really what I am trying to do is to say to the beginner in an enterprise of national or territorial selling that successful marketing is a much bigger thing than a campaign of advertising. Among other things, it involves such factors or considerations as

(*Continued bottom next page*)

WHAT SALESMEN DO IN WAR-TIME

How various firms are finding occupation for their salesmen until the return of normal conditions. Result of an inquiry by *Printers' Ink* throws interesting sidelights on selling activities

WHAT can we do with salesmen when we don't want more orders? Should we dispense with them, disintegrate our sales organization and risk the trying and expensive process of building it up again? Or shall we let them hang around get dusty, dissatisfied, out of trim, a dead expense to the house?

Most business executives are facing an unusual situation. Instead of the familiar abundance of production, with the sales end supreme, we have a curtailed production and a demand which needs little or no selling effort to dispose of all we can produce. Instead of looking to the sales end for expanding business we are up against the stern necessity for cutting down output and cutting down orders which come practically unsought.

A recent enquiry by *Printer's Ink* brought to light many interesting methods of keeping the sales force intact under existing circumstances. It points out that conservation violently reverses almost every principle upon which business on this continent is founded—instancing the matter of prices and costs. In peace times, increasing the yearly output and distribution decreases production costs. Output increases as sales and advertising broaden the market. Along comes the necessity for conservation, substitution and rationing, and distribution shrinks, output drops and costs of production and overhead advance—bringing endless explanation to the public, still further shrinkage of output and rise in prices.

As a result of this ever increasing shrinkage in the supply of commodities and the diversion of manufacturing from peace to war needs, sales organizations in a good many lines find themselves marking time. The problem of bringing the selling organization through this war period is being met in a number of ingenious ways, some of which will prove of interest to Canadian business executives.

CALLING ON THE LITTLE FELLOWS

One well-known advertiser, who makes a specialty distributed largely through hardware stores, is swamped with war business. He has enough orders on hand now to exhaust his factory's capacity for pretty much all of 1918. As a result the other day he called his men off the road. There was no use of them continuing to sell what cannot be delivered. The salesmen were told to take a two months' vacation at the firm's expense and to report for duty on February first. When this manufacturer asked his sales representatives to come back to work in February, he had no idea what he would have them do. That evening in walking home through the streets of the suburban town in which he lives, an idea jumped into his mind which is going to provide work aplenty for the salesmen. In passing a little store, it occurred to him that here was a retailer who never carried his products. "There must be hundreds of thousands like him," said the manufacturer to himself. "There are any number of small merchants—druggists, hardwaremen, variety stores, etc., tucked away under the wings of big stores, that offer a logical outlet for our goods, but we have always been too busy to bother with them. These men are 'half dozen buyers,' and under normal conditions it would not pay us to take the time to call on them, although we would like mighty well to have them showing our product. But now we have the time to systematically cultivate the business of these little fellows."

As a result of that thought the salesmen of this company set out in February to call methodically on all the small retailers of the country who are prospects for their article. Only very small orders will be solicited from the merchants the salesmen are going to see. It is expected that thousands of such orders will be received, but even in the aggregate they will not be large enough to cut in materially on the factory's production. A stream of little orders for one-sixth dozen and one-third dozen of the product can be taken care of very nicely by the factory, though it is oversold. The manufacturer does not expect to make any money on this business immediately. However, he will be doing very valuable and necessary missionary work, which will pay for itself in the years to come.

Missionary work seems to be the answer to the present sales problem of many a manufacturer. Often such work is slow and tedious, and does not produce a

(*Continued from page 10*)

Study of Market.
Constant Consideration of Business Conditions.
Sales Organization.
Study of Competitive Factors.
Consideration of Packages and Brand Names.
Dealer Relations.
Amount of Appropriation.
Choice of Media.
Considerations of Copy, Illustrations, Engraving, Display, Frequency of Insertion, etc.
Printed Matter.
Selling Aids to Dealers, Window and Store Displays, etc.
Correspondence.
Office Organization.

I expect that MARKETING will deal from time to time with all these factors in their various phases, drawing on the experience of those well informed on such matters. Certainly Mr. Lydiatt knows what marketing involves—knows where to get the sort of information which will be valuable to those beset with selling and advertising problems.

I believe he will give us in MARKETING much that will prove invaluable to Canadian business men in their efforts to meet the needs of the times, which call for less wasteful and more efficient distributing and selling—or marketing methods.

So I join with his many business friends in wishing MARKETING the success we feel sure it will merit.

large volume of business right away. Hence the time of salesmen, in some lines at least, can now be occupied in opening hard territories. Minimum orders can be solicited and thus production capacity not be seriously taxed.

An illustration of sales conditions as they exist in many fields to-day is found in the case of two manufacturers in the same line, one of them letting his salesmen go, the other trying to hire additional sales representatives.

When asked why he didn't employ the men his competitor was dismissing, the second manufacturer replied: "It is true that they have experience in our field but it is valueless to us. They are price salesmen. They do not sell goods. They get rid of goods by striking a bargain with the buyer. That is why their employer is obliged to get rid of them. It is not the men's fault, however. Their boss's business is still on a price basis, because it is unstandardized and hence subject to every whim of the market. The men we are employing do not necessarily have to be experienced in this business. We want men we can train to sell an idea, a service, rather than merely get orders at a price. Our line is standardized and advertised and hence is staple.

POOR POLICY TO DISBAND ORGANIZATION

Though they may not have any urgent work for their sales representatives, the majority of well established firms are determined to maintain their organizations, regardless of cost. Most of these concerns are up to their necks in war work. They are prosperous. They admit that their salesmen have been factors in this prosperity and they feel that it would be grossly unfair for them to dismiss the men.

The attitude of manufacturers in this position can be expressed in the words of the vice-president and sales manager of a representative house. "Our salesmen," he says, "contributed to our success and it is now up to us to take care of them. But let us consider it from the selfish standpoint. This war will not last forever. It would be very poor policy for me to disband an organization that has taken so many years to build up and that we may urgently need again almost at any time. I figure that it costs us in the neighborhood of $5,000 to develop a salesman. That is much higher than most concerns figure, but I believe it is not an exaggeration. When you consider the large number of men that we employ who did not make good, and that we have had to discharge, and also the number that we keep on our payrolls for two or three years before they make good, it is easy to see that my estimate is not too high. I figure that our 125 salesmen represent an investment of over half a million dollars. Wouldn't it be rank folly for us to discharge an aggregation of men that cost so much to develop?

"There is another side to the question. It is only an exceptional man who can get a thorough grasp of our proposition inside of two years. To become thoroughly embued with the ideals of the house, to get an understanding of all the fine points of our line, and to become really enthusiastic about our goods takes a long time. The majority of our salesmen are stars, and even if it proves necessary to keep these men idle for a year or two, it would pay us. However, it will not be necessary to keep them idle. We intend to keep on making our regular territories, even though we haven't much to sell. You must realize that it is necessary for us to keep in touch with our trade, because if we don't our competitors will."

Another corporation came to the conclusion a few weeks ago, that there would be little or nothing for its salesmen to do as long as the war continued. This company employs twenty-five men. In checking over their work it was found that five of the men really did not justify their retention in the organization, and were let out. The other twenty men are to be retained and their names kept on the payroll just as though they were doing their customary work.

It is difficult to keep the ambitious salesman idle, even though he is paid his salary. He will enjoy his leisure for a few weeks and then will begin to wish he had something to do. Sales managers realize this and are arranging to give salesmen a few nominal duties until they are ready to send them out on the road again.

It has been suggested that such men be loaned to war committees or to organizations doing patriotic work. The bond houses, for example, did this when they had their salesmen help in floating the War Loans and some wholesale grocers are doing it now by lending their salesmen to the Food Administration to help take a food census.

SALESMEN ON COMMISSION

Caring for the salesman who is working on commission is another problem. If the sales possibilities of an article are curtailed, of course the salesman will not be able to earn as much as he had been in the habit of making. Under these circumstances, it is hard to keep a good man satisfied. Some companies are getting around this difficulty by arranging their territories so that the men will have greater chances to sell. In some cases territories are enlarged, in others readjustment is made so that the men will travel over more populous centers.

One concern is arranging to pay its men a full commission on all mail orders received from their territories, providing they have been calling on the account which sent in the order. Another company, some of whose commission men were drafted, had the men make a flying trip over their territories before entering the army. On this trip these men bid goodbye to their customers and asked that mail orders be sent the firm during their absence, saying they would be given a commission on all orders. This had a sentimental touch which was quite effective. Of course advertising direct, trade-paper and general is being employed to increase sales possibilities for commission men.

Quite a few companies in one industry are changing from salaried salesmen to commission salesmen. The war has made their particular product much more difficult to sell. It is felt that salaried men do not go after business hard enough to overcome the selling resistance which this merchandise now has to meet. On the other hand, a man on commission, so it is figured, has to sell or he can't eat. Many of the old men refuse to go on a commission basis. Hence the change is bringing into the sales ranks an influx of men of an entirely different type.

Other houses are pursuing just the opposite policy. They are putting their commission salesmen on a salary. Their reason for doing this is interesting. They claim that the most important function of a salesman in war

times is not so much to sell as it is to build up cordial, helpful relations with the trade and to get in solid with customers. The establishment now of such relations will undoubtedly prove profitable when the business assumes its accustomed pace after the conclusion of the war. Commission salesmen, since they are under the necessity of selling immediately, will not take time to build for the future, and hence are not the kind to employ in good-will-creating work of a missionary sort.

ODD JOBS FOR SOME SALESMEN

A good many houses know that after they get their business adjusted to war conditions, they will be able to provide customary work for their salesmen. This will take several months, however, and their problem is to find something for the salesmen to do immediately. It is surprising the large number of odd jobs around nearly every big institution that have been neglected because there was nobody who had time to attend to them. Salesmen are now being put to work clearing up these odds and ends. One company has made up its mind definitely to put a new product on the market after the war is over. It is now analyzing the market for such a product, collecting data as to what competitors in this field are already doing, and gleaning all other information that will be helpful in launching the new product. They have put their salesmen to work gathering these facts. Salesmen are well fitted for such work; they are used to meeting people and are persistent in pressing their ideas. When sent out to get information they are likely to use the same energy they employ in selling goods.

SALESMAN ACTIVE IN ANOTHER LINE

Another manufacturer, a few years ago, became involved in a land promotion venture. It has absorbed a great deal of his time, and has taken a lot of his money, and so far, he has got nothing out of it. A few weeks ago, when he saw it would be impossible to keep salesmen busy all the time, he called three of his best men into his office and told them that he would consider their salaries well earned for the whole of 1918 if in that time they could dispose of his interest in the land company. Here was a job he always wanted to do himself, but never had the time. Undoubtedly these star salesmen will be able to accomplish the task for him.

SALESMEN STUDY FACTORY PROCESSES

A firm in Philadelphia realized that its salesmen did not know enough about how its goods are made. Sometime ago, when it became necessary to take the men off the road for awhile this company placed them in its factory where they will spend their time studying manufacturing processes until the house is again ready to have them go out into their territories. This plan is being considered by several sales directors. Under the usual stress of getting new salesmen out on the firing line quickly, there was no time to acquaint them properly with the inside of the business, especially with the manufacturing end of it. The present emergency offers an excellent chance to bring these men into the house and ground them thoroughly in the fine points of the product.

CULTIVATE DISSATISFIED BUYERS

Practically every manufacturer is bound to accumulate a certain number of disgruntled customers. One company recently made a list of all former customers lost without knowing the reason. These were distributed among its best salesmen who were told to cultivate these dissatisfied buyers. The men were not to try to sell any goods to these buyers, but merely to get on the good side of them, so that when conditions are restored to normal, these buyers will feel more inclined to do business with the manufacturer.

COLLECTING OVERDUE BILLS

Another firm had many hundreds of thousands of dollars tied up in slow accounts. Since it was not advisable to continue selling any more goods because of shortage of raw material, the sales manager decided to keep his men busy collecting overdue bills. In collecting these bills the house switched the territories so the men would not be calling on their own customers. The men were told that if they found a customer who needed help and if the salesman thought he was able to give it, he was authorized to do so.

Saying that a manufacturer's sales problems are easier doesn't mean that he has nothing to worry about. In many respects the task before him is much more difficult than that which confronts the man who has to increase his selling pressure in order to get rid of his goods. That they have less to sell isn't bothering these manufacturers. They are reconciled to this fact. But they want to hold their trade in line, as far as possible, keep their selling organizations intact and continue building for the future. Doing this despite curtailed production and all the other handicaps of war-time, calls for the exercise of much ingenuity.

Note this letter from the sales director of a large firm whose product is used in dozens of industries.

"Ever since the outbreak of the war in Europe, I have kept my mind on the time after the Peace Pact is signed.

"It was obvious from the start that business would be confronted with a new condition of things and that preparation was necessary.

"The first temptation was the abundance of war orders that held out most attractive inducements. Many concerns reached out after this business, readjusted their plants, upset established methods of manufacture, neglected home markets and regular trade.

"It is true that they have prospered during this war period, but what the effect will be when peace comes must be left to the imagination. Temporary success is often bought at a great sacrifice.

"My policy has been that of favoring our regular customers and the development of our business through its regular channels of trade. Such war orders as we have taken were accepted only after due consideration of our customers' requirements and the needs of our own Government.

"We have re-enforced our sales organization by taking over a force from another non-competitive concern which disposed of their men. I purposely engaged men who didn't know our particular line of business in order to bring in the new viewpoint.

"We have covered all territories at regular intervals though our production has been oversold. I do not believe in neglecting the territory no matter what the conditions may be.

(Continued on page 15)

300 POPULATION, $75,000 IN SALES

The story of a live retailer who does a business of $75,000 a year in a village of 300 population. Spends $2,500 a year for advertising—and doesn't worry about the "mail-order menace." Illustrates the value of educating retailers in more aggressive methods—a matter of importance to all who give him credit or rely on him for distribution.

BUSINESS men, bankers, credit men, publishers and others interested in the welfare of the small-town merchant, or the big town's small merchant, are beginning to realize the need of a Department of Business at Ottawa, which will attempt to do for the merchant what the Department of Agriculture does for the farmer.

If the farmer needs stimulation and education in better methods, so does the average retail merchant whose inability to manage and develop his business along profitable lines is a serious economic loss to the country. Even though he may not be as important an element as the farmer, nevertheless he is sufficiently important to the public on one side and the manufacturer, wholesaler and banker on the other to justify some interest being taken in his welfare.

First we need a trade census, about which more will be said in a later issue. This would reveal many weaknesses. Logically a trade census seems as necessary as an agricultural or manufacturing census. Had we one now, how much the work of the Food Controller in regulating distributing costs would be simplified. Such a census, however, is a necessary preliminary to any effort on the part of Government authorites to raise the standard of retailing, thereby lessening the cost of distributing goods to the consumer.

Those familiar with the methods of the average retailer fully appreciate the need of a real uplift movement. At least half the stores in Canada are little more than a burden to their communities. The comparatively small business done causes an overhead expense which adds substantially to consumer costs, yet leaving little of profit to the store. We cannot build up vigorous, properous communities or materially reduce the "spread" between factory cost and consumer price while such conditions prevail.

What is needed is well illustrated by the story of a country merchant in a town of 300 people who is selling $75,000 worth of goods a year. He is E. B. Moon, of Lakeville, Indiana, and his success points the way to the solution of a problem, not of the rural merchant alone, but of the whole country.

His career suggests that it is the country merchant's own fault if the mail order house drives him out of business; also that you might as well not have attractive goods if you don't let people know you have them. He lets them know by spending $2,500 a year in advertising.

Not only has he induced country people to trade at home, but he has captured the patronage of the city man as well. He is doing this amazing thing because he set out to make a certain goal. He studied merchandise, market conditions, people; he found out why certain concerns were selling to certain persons and he adopted the same methods.

Not only has he found out what's wrong with the rural merchant; he has found out what's wrong with the rural community. Perhaps he can save both, because he's an expert in community building as well as a successful merchant. Economically speaking, no one but the merchant and his relatives is interested in his business salvation, but all of us are interested in the salvation of the rural community.

"Ten thousand towns, it is said, lost population during the last decade," says Mr. Moon. "Of these, 639 were in Indiana. When the business of a town declines, a social and intellectual paresis follows, and civilization loses. Individuality and initiative are developed on the farm and in the smaller towns and cities. They are the training ground for our future men and women.

"And so, when the business of a town declines, the community declines with it, because the loss in a town radiates in all directions. It is the part of wisdom and patriotism to build up our small towns and villages and save them from the big aggressive trade centres. Cooperation is community uplift spirit. The every-felllow-for-himself spirit deadens towns. Co-operation is constructive, selfishness is destructive, of community welfare.

"The duty of farmers to patronize home merchants is no greater than the duty of the home merchant to deserve their patronage. A merchant is unfortunate who feels that people have to trade with him. Such self-sufficiency drives trade to the big cities, and both merchant and farmer lose; and the community loses."

If the decline of business in small communities means the loss to civilization which Mr. Moon believes it does, it probably re-acts in a still greater degree upon the wealth of the nation. We certainly are poorer for such a decline.

Moon had a vision of a village store to which people would come from the surrounding cities by automobile and electric railway to do their buying. The thought that country people might use automobiles and electric lines to go to the nearby cities didn't disturb him.

But it is doubtful that he told all this to his father the day that, fresh from college, he proposed to buy the father's store, because he wanted the store. What he probably said to him was simply that he'd like to buy the business. The father was willing, because he had got a good deal of hard work but not much profit out of the store.

To find out what was wrong with the prevailing methods of selling merchandise in rural districts, Moon began by finding out what would be right. Then he started in to make a store after the pattern of his dream, while the rest of the country merchants laughed behind their hands and waited for the crash.

Moon's dream started with Little Mary and a catalogue. Little Mary had certain wants and pretty definite notions as to what would satisfy them. Moon set himself to find out just what

it was that Mary wanted. He knew that the mail order houses were supplying the needs of many Little Marys among the people to whom he was going to make his appeal, and therefore they must know what would satisfy them. Hence that big stack of mail order catalogues with which he surrounded himself from the four corners of the earth. Somewhere in the fastnesses of their pages they held a secret—they knew what would satisfy Mary's heart.

Moon's country store in Lakeville is ten miles from South Bend, Indiana. It is near a number of other important manufacturing cities. Five years ago that was as much as you'd say about the place, except, of course, those things you say about country towns in general when you don't have to be careful about your language.

Then along came E. B. Moon and bought his father's store. To-day Moon is a "merchant prince"; jobbers, manufacturers and salesmen have beaten a path to his door, and Moon is realizing his dream of seeing city people stop off at Lakeville and of farmers' wives on their way from South Bend, where they sold their butter and eggs, stop at Lakeville to buy their sugar and coffee and starch.

Moon knows all his customers intimately, he studies them. Not only does he know what they like, but he knows when their taste changes and they like something else better.

He has reversed the theory of salesmanship that anyone can sell a customer what he wants, but that it takes a salesman to sell him what he doesn't want. He is a merchant with imagination. He sees the romantic in business, and of all the dramatic stories of business none is more dramatic than the one he has written.

You may have a picture in your mind of the successful business man, and it is safe to say that you pity him as a slave. Moon lays it down as a truth that competency in business and getting fun out of it—seeing the romance in it—usually go hand in hand. It is your slipshod, incompetent, unimaginative "storekeeper" who is the slave and gets no fun out of his business, and who is, in large measure, the failure.

More than one per cent. of the concerns doing business in the United States in 1915 failed, the exact number of failures being 22,156. Taking a "close-up" view of Indiana, we find that 542 of those failures were in that state. There is no telling, of course, how many concerns barely escaped failure, how many just "made a living" for their owners, and how many returned a handsome profit, but it isn't hard to find the extraordinary successes, simply because they are extraordinary. They are the ones whose business yields them fun as well as profits.

"It didn't take me long to find out why the mail order houses were selling goods to so many people," said Mr. Moon, telling how he started his romantic business career. "It was because the mail order houses were giving the people what they wanted when they wanted it. And they were giving it to them in the size of packages that the people wanted. Most merchants and manufacturers were trying to make them take what the merchants and manufacturers wanted to sell."

Having found out what Little Mary wanted and why the mail order house was selling it to her, Moon was ready to open his campaign.

"You know that when Little Mary starts to school in the fall she needs a new sweater," said Moon.

"Well, I sell that sweater to her now, but I don't do it by appealing to her mother. Since she is to wear the sweater, I write to Mary herself about it. I tell her all about the red sweaters we have just got in, that we have her size—I have made it my business to find out what her size is—and I invite her to come in and try on the one that I picked out especially for her.

"She comes as soon as she can make her parents bring her. When she comes, I pay all possible attention to her, not to her parents.

"The other day a man came in with his grandson, to whom I had written about something that I thought he would like to have.

" 'I wish you would stop writing to that boy,' the old man said, 'because he doesn't give me any rest until I bring him in.' "

"I keep an accurate list of every family in my whole trade territory, with the names and ages of all of the children. The new babies are always listed, so I know the ages every year when I begin to advertise.

"But the children are not the only ones to whom I appeal. Every fall I make it a point to solicit all the farmers for flour, selling a winter's supply. To one man I sold 1,500 pounds, and 500 pound orders are not rare.

"Here's another example—starch. Manufacturers are still putting it up in pound packages. But the mail order people found that the consumers would rather have it in three-pound packages. Now I knew that the mail order catalogues didn't feature an article until there was a nation-wide demand for it, so I bought starch in bulk, had my own cartons made, and did a big business. While the jobbers slept, they lost more than a million dollars in starch sales.

"The coffee trade has changed too, but most merchants don't know it. Farmers are buying it in three-and five-pound packages. I learned that important fact from the mail order houses and in the last eighteen months have trebled my coffee sales by changing the size of the package.

"Farmers are buying crackers in ten-pound cartons from mail order houses—and E. B. Moon. I have them put up especially. They open crisp and clean, there is no waste, we handle them quickly, and sell a great many of them."

Moon lost no time bemoaning the fact that when automobiles in the country became as plentiful as farmers themselves, country "storekeeping" was revolutionized. Instead, he was busy writing letters to the thousands of people within a radius of 100 miles of Lakeville who had bought cars. A farmer with a new automobile got the impression that Moon was hanging over the gate waiting for a view of that car. There was a paragraph, for the eye of Mrs. Farmer, about something that Moon had for sale, and usually he got a chance to admire the new machine before the end of the week.

"Let 'em buy machines," says Moon; "the more they buy, the more business I do. According to my calculation, the country retailer's chances to sell are about two to the five he had before the advent of the automobile, but I make the five sales every time."

(Continued on page 20)

Marketing
and Business Management

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NO FREE LIST.

We have no complimentary or free list. MARKETING is sent only to those who pay for it. The receipt of a copy otherwise is an invitation to subscribe. Better include a subscription with your order for the 1918 LYDIATT'S BOOK, "What's What in Canadian Advertising." (See page 1), now ready.

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CASH FOR CONTRIBUTIONS.

We will be paying $50. to $100. a month (or more if the right material offers) for acceptable articles describing selling plans and ideas, business or office methods and organization, market conditions or tendencies, and for helpful hints on the preparation of advertising copy, art work, engraving, printing, etc. Theories or arguments are not wanted so much as facts, dug out of experience in Canadian business. The source of the information should be disclosed, though not necessarily for publication.

If you'd like to share in the rewards of making MARKETING interesting and valuable to Canadain business men, communicate with the Editor at once.

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DEMAND—IMAGINE IT!

There was no demand for the railroad, telephone, telegraph, reaper, tractor,—no demand for the typewriter, fountain pen, multigraph, sectional book case, adding machine—no demand for incandescent light, furnace, electric iron—no demand for a thousand other utilities of present day *necessity*—

Except in the mind of a man who imagined it.

These things came into being, and we marveled at them—but didn't want them, until somebody else decided we *did*—and thereupon *made us want them.*

Now we entirely agree that we cannot get along without them.

Demand does not exist. It must be created, fostered, developed.

Many of our "demands" of former years no longer exist because we were allowed to forget them. Perhaps many of them were thought to be *firmly established*, but someone must have miscalculated.

Are you presuming too much about the demand for *your* product?

Do you think you have measured its limit? Or that nothing can stop it?

Wake up!

Think.

Look into the history of demands.

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I have the money—Capital.

I buy or make the goods—Production.

But what's the use—unless I can sell them at a profit?

And continue selling them at a profit.

The ability to find markets, create markets, develop markets, stabilize markets, is the keystone of business achievement.

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SAVING AT THE SPIGOT

We talked recently with a business man who had a peculiar idea of economy. Or perhaps it should be termed "near-sighted" idea. He was boasting of his success in making a "good bargain" in buying his advertising space. He had "negotiated" an arrangement with an advertising agent by which he was to be saved some small per cent. in placing his advertising contracts. Further, he claimed to have especially favorable rates with a few publications. Several he mentioned would hardly be considered a good buy at half the price by most careful buyers of advertising.

Conspicuously successful advertisers no longer point with pride to any ability to drive bargains in advertising. They are not influenced by a cut in price, or the prospect of a 5 per cent. saving. They seek instead the services and mediums capable of producing 100 per cent. results.

Space-buying is of minor importance. What you get for your money depends on how you use the space. Saving 5 or 10 per cent. on a price at the risk of discounting results by 50 per cent. is saving at the spigot and wasting at the bung. No man can continue giving $100 worth of advertising for $90 and stay in business.

Placing an advertising appropriation in the hands of an agent because he offers to save you some money—striking bargains with publishers who are willing to shade rates "as a special favor"—having advertising printing done by the printer who quotes the lowest price employing cheap artists or engravers—saving cost of composition and plates—these "money-saving" ideas can only be compared to hiring a cheap salesman who wears second-rate clothes and lacks even an elementary education. Such "economy" simply handicaps your selling efforts. If you would play to a full house you must employ artists.

If you believe it good business to have slovenly, tongue-tied third-class salesman represent you, then get in line for the advertising bargain-counter. You may get your money's worth—if you look sharp. Then again, you may get "seconds" and "goods slightly soiled"—in which case you are in a fair way to demonstrating that "advertising" doesn't pay.

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HELP US HELP YOU.

Readers are invited to communicate their views to the Editor on any subject discussed in MARKETING, and particularly to forward suggestions as to matters which they would like to see discussed. We will welcome your interest and co-operation.

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THE REWARDS OF BUSINESS

"Formerly the great rewards were found in *large scale production*," says the interesting announcement of an American Agency. "Today they lie in large scale selling."

When commodities were made by hand, it was more difficult *to make* than it was *to sell. Demand exceeded* supply.

The era of machinery followed; production caught up to and passed consumption; *supply exceeded* demand.

Machinery for selling was developed—retailers, salesmen, jobbers—still selling was not equal to keeping up with output.

Some way of reaching purchasers and *making* purchasers by the millions, at a reduced cost, just as machinery was making commodities by the millions, at a saving, became a necessity.

Means of reaching the actual consumer, to educate and influence him, became essential. Direct mail, display, newspapers and magazines, afforded the necessary vehicles of approach. The utilization of these vehicles, known as advertising, afforded the large scale selling force to keep pace with large scale production.

Manufacturers have been quick to grasp every advantage in *production*—keep abreast of every mechanical development. Costs have been carefully figured, and when justifiable any investment necessary to still further reduce costs has been made.

But when it comes to *large scale selling*, few manufacturers approach the subject in as intelligent a way.

Guesses rather than facts, too frequently constitute the basis of operation; prejudice or personal preference, rather than reason, are apt to be the deciding factor. Compromises occur much more frequently in selling than in manufacturing. Even though the results prove profitable, they are often costly compared with the results that could be obtained by an adequate and proper use of modern selling machinery.

The laws which govern large scale selling will be found just as definite as those which govern manufacturing, if approached and studied with equal intelligence.

Production in normal times can be increased practically without limit. Production problems occasioned by the war are temporary, and should not be allowed to side-track consideration of the permanent trend of business.

Demand—what preparations are you making for it? Are they in proportion to the markets open to you?

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"GREATER PRODUCTION" FOR THE SALES DEPARTMENT

We will be hearing a lot about "greater production" during the next month or two. The Dominion Government and various Provincial Government officials have made carefully prepared plans for campaigns urging people to "produce more." We will be urged to make things grow where they never grew before—and make more grow, too. All of which will apply particularly to the soil.

But why should it not apply with equal force to the sale? Should we not canvass the possibilities to see if with a little extra effort we can cultivate our field so that more business will be produced than we ever dreamed it would yield. Should we not be planning to work the "back garden" selling opportunities? A little more work—a little longer hours—a little more planning—maybe—but is not this the call of the hour.

Don't say that it is unnecessary—that you can now sell all the goods you can make or get hold of—that the trouble is to get the goods to sell, and get them delivered. If that's your position, consider if you should not be taking care of your markets with fewer men—so that some may be spared for other production work. Perhaps you'll have to. "More production" means *each individual* producing more. Think of it from this point of view.

There is a decided movement in evidence to find ways and means of checking rising selling costs. What do the next twelve months hold in store for you? What important changes will take place in your selling methods? What are you doing to analyze and study your market, so that you may organize to cover and develop it more efficiently, and at less expense?

Are sales territories too large; salesmen spending too much time between calls; some spending too much time with prospects, others too little; calling too often on some customers and not often enough on others. Are you keeping records to enable you to study these things?

Are you preparing to adjust your methods to the changed conditions under which we will have to do business in the future? Many of the traditional methods and established practices have already gone by the board. Is the shuffle going to leave you in the discard?

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THE THREE "M's"

(1) Marketing
(2) Manufacturing
(3) Money

I put Marketing first because without the ability to market them profitably your goods are on your hands too long and your money not long enough.

J. S. ROBERTSON COMPANY NOT WITHDRAWING FROM GENERAL ADVERTISING AGENCY BUSINESS.

An item published on Page 23 of the February number of ECONOMIC ADVERTISING, to the effect that "J. S. Robertson Company are no longer general advertising agents but are instead devoting their attention to the publication of the Enders, the weekly neighborhood newspapers in Toronto," is incorrect. We are advised that The J. S. Robertson Co. Limited are not withdrawing from the general advertising business but on the contrary their plans are in the direction of further expansion. Moreover, they are not and never have been publishers of the Enders, nor have they any intention of embarking in this work.

We regret very much if the publication of this erroneous statement should have caused embarrassment to the J. S. Robertson Company, which is one of the oldest established advertising agencies in Toronto and has always enjoyed the respect, confidence and goodwill of advertisers and publishers alike, including the publisher of MARKETING.

The item came in the regular course of business and was published in good faith and with no desire or intention of reflecting in any way on the business standing or plans of this agency. We regret very much that in the confusion incident to taking over the publication of ECONOMIC ADVERTISING and getting out the February number on short notice, we failed to confirm the report, as is customarily done.

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AN ADVERTISING AGENT'S CODE.

How do Canadian advertising agencies measure up alongside the code recently adopted by the American Advertising Agents' Association? Taken as representing an ideal from the agent's standpoint, there is clearly room for improvement in Canada in some respects.

"Realizing the increased responsibilities of the general advertising agent due to the enlarged scope and requirements of modern agency service, every agent should use his best efforts to raise the general Standards of Practice, and should pledge himself:

"1. To first recognize the fact that advertising to be efficient, must deserve the full confidence and respect of the public, and, therefore, to decline to give service to any advertiser whose publicity would bring discredit on the profession.

"2. To recognize that it is bad practice to unwarrantably disturb the relations between a client and an agent who is faithfully serving him and with whose work the client expresses satisfaction.

"3. To avoid unfair competition, resolve to carry into practice the equitable basis of 'one-price-to-all' and determine that the minimum charge for service be the full commission allowed to recognized agencies, and that no rebates, discounts, or variations of any kind be made, except those regularly allowed for cash payment, and such special discounts as may be generally announced and available to all.

"4. To conserve advertising expenditures by making investigation in advance of all conditions surrounding a contemplated campaign, by counselling delay where preliminary work must first be accomplished, and by using every effort to establish the right relations and co-operation between the advertising and selling forces.

"5. To avoid, in the preparation of copy, exaggerated statements and to discountenance any willful misrepresentation of either merchandise or value.

"6. To construe offers of rebates or concessions from printed rate cards, or the free publication of press notices as evidence that an inflated price is asked for advertising space and to rate mediums offering such concessions accordingly.

"7. To require exact information as to the volume of circulation of any medium used and specific detail as to the distribution of his circulation, both territorially and as to class of readers. In figuring the value of a medium to regard information as to the methods of obtaining this circulation and the care in auditing this circulation as an essential consideration in estimating its worth.

"8. Never to issue agency house organs soliciting or containing paid advertising from publishers or owners of space.

"9. To co-operate heartily with every division of advertising in the earnest effort to establish mutual confidence and equal opportunity among all concerned."

As a matter of fact, what do you know about the practices of your advertising agent? Does he place advertising you consider objectionable, and thus contrary to your interests; does he operate on a "one-price-for-all" basis; does he favor certain publications which pay him a higher commission; does he bill you at the rate he pays the publisher in every case; is he under obligation to certain publishers for any reason; does he get a commission on printing, plates and drawings, or bill you at actual cost to him; does he split commissions, contrary to the rules of the publishers he is paid to serve; does he insist on getting exact information as to each publisher's circulation?

Not that any or all of these practices are common, or necessarily open to objection. But there is much careless, and often unfounded, rumor as to what this or that agent does or does not do. And it is important that you should have full confidence in the agent who is serving you. These other pertinent questions you are entitled to have explicitly answered by any agent who assumes to advise you regarding the expenditure of your advertising appropriation.

What about a real standard of practice among recognized agents in Canada? This should be possible through co-operation between the Association of Canadian Advertisers, Inc., the Canadian Press Association and the Association of Advertising Agencies.

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MANY THANKS!

We wish to make this acknowledgment of the many expressions of encouragement and goodwill which have come from friends in all parts of Canada, following the announcement of our plans for "MARKETING and Business Management." We shall hope and strive to realize their expectations.

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While good wishes are welcomed we doubly appreciate the tangible good-will expressed in subscription orders. The measure of a publications value is the number of paid subscribers—and just now we have a lot of cards waiting to be filled in. Shall we enter your name and address on one of them?

PRESIDENT WILSON APPOINTS BOARD OF ADVERTISING EXPERTS

PRESIDENT WILSON issued an order a few weeks ago giving definite assignment of the part national advertising forces are to take in war activities. The order creates the Division of Advertising of the Committee on Public Information. It is believed that through this agency the patriotic services volunteered by advertising men may be rendered even more effective. The President's order reads:

"I hereby create, under the jurisdiction of the Committee on Public Information, heretofore established by Executive order of April 15, 1917, a Division of Advertising for the purpose of receiving and directing through the proper channels the generous efforts of the advertising forces of the nation to support the effort of the Government to inform public opinion properly and accurately."

Through the Division of Advertising it is proposed to perfect publicity machinery which may be called into service when campaigns of a national character are necessitated.

A board of five members, which has already established executive offices in New York, has been named by Chairman Creel, of the Committee on Public Information, to direct the activities of the new division. The board members are:

William H. Johns, chairman, president of the American Association of Advertising Agencies; W. C. D'Arcy, president of the Associated Advertising Clubs of the World; O. C. Harn, of the National Advertisers' Commission of the Associated Advertising Clubs of the World; Herbert S. Houston, former president of the Associated Advertising Clubs of the World, and L. B. Jones, president of the Association of National Advertisers.

Chairman Johns said of the work the division expects to accomplish:

"It is by no means intended that we shall take over the entire advertising work of any department of the Government. We are simply here to serve. We hope particularly to supplement the good work that has already been done—and that it has been good work is witnessed by the success of the two Liberty Loans and the two Red Cross drives—by giving it a background of national advertising.

"We shall act as a national advertising agency. We shall displace no Government advertising departments, just as the modern advertising agent helps the advertising departments of his clients."

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WHY DO MEN OPPOSE NEW IDEAS

Because they are making money out of the old ideas. If folly and waste and clumsiness were not profitabe to many people the world would go forward much more quickly than it does.

2. Because they are mentally lazy and do not want to readjust their minds. New ideas require energy and concentration, whereas old ideas require no effort at all.

3. Because they do not understand what the new ideas are. Scores of men, especially those in high places, are ignorant of the new ideas and they are ashamed to be caught learning.

THE MARKET PLACE :: BRANTFORD, ONTARIO

Every Saturday morning many hundreds of people come into Brantford from the surrounding country, from villages and from hamlets to shop—hundreds come in every day, for Brantford is a buying centre. It is typical of from 35 to 40 similar centres throughout Canada.

Travellers familiar with selling goods to the storekeepers in a metropolis, like Toronto or Montreal, are astounded at the quantities of goods which a Brantford merchant will take. They wonder if they have not overloaded the merchant; they forget about the rich outlying territory radiating out ten to fifteen miles from which the merchant draws his trade.

So in selling goods in Brantford, or in any one of the other similar buying centres throughout Canada, the informed manufacturer and the jobber takes into consideration the contributing territory and figures on how he can best sell all of these people.

Let us analyze the Brantford buying centre and ascertain how it is constituted; and how it is covered and sold extensively in the city and outside the city by EVERYWOMAN'S WORLD.

Brantford city has a population of 23,132. or 4626 homes; EVERYWOMAN'S WORLD has a subscription circulation of 925 in Brantford, not to mention the news-stand sales now amounting to 108 copies a month in Brantford. In other words more than 1 home in every 5 receives EVERYWOMAN'S WORLD.

St. George, 9 miles away, to the north, has 569 population, 114 homes and 43 EVERYWOMAN'S WORLD subscribers.

Branchton, 3 miles farther north, has 106 population, 21 homes and 18 EVERYWOMAN'S WORLD subscribers.

Paris, 9 miles west by north, has 4098 population, 819 homes, 147 EVERYWOMAN'S WORLD subscribers. Paris people of course go quite largely to Brantford for important purchases. It being connected by 2 lines of railway and an electric suburban line.

Harrisburg which is 8 miles from Brantford north and 2 miles east of St. George, has 141 population, 28 homes and 6 EVERYWOMAN'S WORLD subscribers.

Troy 2 miles north and 2 miles east of Harrisburg, has 100 population, 84 homes, 31 EVERYWOMAN'S WORLD subscribers, some of these obviously being on R.F.D. routes out of Troy.

Lynden northeast of Brantford about ten miles, has 420 population, 84 homes, 31 EVERYWOMAN'S WORLD subscribers.

Burford, some 7 or 8 miles south of Brantford, has 902 population, 180 homes, 32 EVERYWOMAN'S WORLD subscribers.

Hatchly Station out the Burford way has 67 population, 13 homes and 2 EVERYWOMAN'S WORLD subscribers.

Harley has 31 population, 6 homes and 16 EVERYWOMAN'S WORLD subscribers. Obviously a number of rural people getting their mail from Harley.

Hagesville to the southwest of Brantford has 1106 population, 221 homes and 73 EVERYWOMAN'S WORLD subscribers.

Waterford nearby has 1083 population, 216 homes, 47 EVERYWOMAN'S WORLD subscribers.

Otterville also in this direction has 460 population, 92 homes and 19 EVERYWOMAN'S WORLD subscribers.

Kelvin has 502 population, 100 homes and 8 EVERYWOMAN'S WORLD subscribers.

Cainsville 3 to 4 miles east of Brantford has 400 population, 80 homes and 46 EVERYWOMAN'S WORLD subscribers.

In addition there are several smaller post offices in this area such as Scotland, Mount Vernon, Hartford, Newport Varessa, Alberton, etc. Having a population of 612; 122 homes and 111 EVERYWOMAN'S WORLD subscribers.

To summarize, the total population is: 38,727. The number of homes is: 6,742 and the number of EVERYWOMAN'S WORLD subscribers is: 1,548 or 1 in every 4.5 homes, or approximately 25% of the population are annual subscribers to EVERYWOMAN'S WORLD at $1.50 prepaid.

Now visualize your sales message going through EVERYWOMAN'S WORLD to all of these people and at the same time going to similar centres such as in Peterboro, Ont. and Moncton, N.B., and Brandon, Man., Saskatoon, Sask., Lethbridge, Alta., Nelson, B.C. and so forth and similar people everywhere uniformly distributed throughout Canada.

Consider the great economy and the great efficiency of your message being delivered to these people through EVERYWOMAN'S WORLD under the one strong management getting the maximum of efficiency and economy. Then you will understand why EVERYWOMAN'S WORLD is being used so extensively as the great merchandising medium, carrying an investment for national advertisers each twelve months of more than $215,000.00.

Every last detail of EVERYWOMAN'S WORLD'S market for advertisers is proven absolutely. Ask for the data. We invite interested advertisers and agency men to have us exhibit the facts and talk over selling economically and efficiently throughout Canada.

CONTINENTAL PUBLISHING CO., LIMITED

TORONTO MONTREAL

Publishers of EVERYWOMAN'S WORLD, RURAL CANADA, EVERYWOMAN'S [illegible] COMPANION, EVERYWOMAN'S STOREKEEPERS, ETC

An Object Lesson in Display

Many advertising men think of display only as a means of attracting attention. Yet it serves another purpose, even more important. Printed matter and advertisements should ***express*** as well as ***record*** your message. We therefor use display to pick out the main points of what we have to say, and so enlarge, separate or otherwise "Display" them as to make them seen and comprehended at a glance. This interpretative purpose of display is too often overlooked. Attractiveness appeals to the taste; interpretation to the understanding. Giving thought mainly to display for ***interpretation*** a study of the following examples may prove helpful.

Figure 1

Display, a logical arrangement of copy for the purpose of making things plain

Set in a fixed measure, without any effort at grouping or divisions into lines to assist punctuation or emphasis, we do not grasp the thought readily. Frequently we fail to get the sense of an important sentence because of improper or illogical division of the words in display lines.

Figure 2

Display,
a logical arrangement of copy
for the purpose of
making things plain

Display makes use of endings of lines — breaks from the right of one line to the left of the next—because naturally they mean division. Therefor, with no variation in the size or face of type, but simply by the lineal arrangement of the words, we throw the meaning out with greater distinctness.

Figure 3

Display,
a logical
arrangement of copy
for the purpose of
making things
plain

This illustrates the same idea as Figure 2, the difference being principally one of shape, second and fourth lines being divided to make the form more compact, yet without losing the sense conveyed through a logical division of the words. Note how the use of the comma is made unnecessary, and how emphasis is thrown on isolated words such as "display" and "plain."

Figure 4

Display,
a logical
arrangement of copy
for the purpose of
making things
plain

Display also makes use of proximity, or distance between lines, to convey the idea of relation. Still without any variation in the size or face of type, besides grouping the words appropriately into lines, we group the lines themselves, as here—and there is less excuse left for anyone to miss the writer's meaning.

Figure 5

Display,
a logical arrangement
of copy
for the purpose of
making things
plain

Here we begin to draw on display's resources as afforded through sizes of type. If we add to the means already employed and put the words we consider most important into larger type than the rest, then we have a result that actually thrusts the main points at us before we can read the sentence through. This principle of contrast is used also in attracting attention and making artistic patterns, yet its chief value is in carrying out the gradations of emphasis, through what is called "subordination."

Figure 6

DISPLAY,
a logical arrangement
of copy
for the purpose of
Making Things Plain

With all its divisions and contrasts display still insists on harmony and unity. Unity is observed in Figures 1-5 as all the type is of one face. Harmony, or even unity, however, permits the limited use of contrasting faces that look well together. This example presents a display in one size of type, securing contrasts through changes to caps and italic. Other faces of type might be used so long as harmony is maintained.

In these extremely simple specimens we have illustrations of the fundamentals of breaking into lines, grouping lines (by leading) and making emphasis by contrast of size. Still we can do little without the backbone of display, called "centering," without clothing this central spine with a fair consideration of shape, without illuminating it with white space. These latter devices follow close after the others in importance, being employed as a matter of course in the above example.

CANADIAN FOOD CONTROL EMBLEM.

Here is the official Canadian Food Control Emblem, which it is expected will soon become familiar on the business stationery, in the advertising, on shipping cases, etc., of licensed merchants and manufacturers. Electrotypes are being offered at cost price to licensees.

* * *

WHAT THE U.S. FOOD AND DRUGS ACT IS DOING

HOW the United States Food and Drugs Act has regulated the labelling of patent medicines, corrected advertising, and remedied similar evils is told in the annual report of the Department of Agriculture.

The law requires the labels of patent medicines to declare the presence of any habit-forming drug, such as opium, cocaine, or alcohol, thus preventing the innocent development of the drug habit. This provision of the law is particularly valuable in warning mothers against so-called infants' soothing syrups containing opium.

When the act went into effect, drug addiction was so prevalent that frauds in the treatment of victims were frequent and in most instances the remedy advertised so forcefully by the labels contained the very drug from which escape was desired.

In 1907, the bureau of chemistry found that thirty soft drinks contained small amounts of cocaine. Practically all of these were suppressed. The Food and Drugs Act is regarded as having been an important factor in bringing about passage of the Harrison anti-narcotic law, which more effectively controls habit-forming narcotics.

Much has been done, the report says, to control the indiscriminate use of so-called headache remedies containing dangerous, depressing drugs, and of dangerous cosmetics making claim to healing value and to raise the quality of crude drugs through the examination of imports.

As a result of co-operative work with the Post Office Department a number of fraud orders were issued by that department preventing the use of the mails in promoting the sale of fradulent medicines.

War Economy. Make Every Dollar Count. Spend Your Money Wisely, Not Lavishly.

THE year 1918 will go down in history as being the best year for advertising in the history of Canada. New firms are starting to advertise—old ones are increasing their expenditures, but there is a desire everywhere to spend money for advertising in publications whose readers are most likely to purchase the advertised article, where the advertisement will live the longest and where it will appear in respectable company.

We submit for your consideration the CANADIAN HOME JOURNAL as a publication having the character and interest which justifies its preferred and continuous position in the best of Canadian Homes.

Canadian Home Journal

Member A.B.C.

71 Richmond Street West

Toronto, Canada

(*Continued from page 9*)

not continue to do so, especially when it was so far behind in shipping their requirements.

OBLIGATION TO CONTINUE ADVERTISING

Regardless of what the future might hold, regardless of the fact that human nature sometimes forgets, this Company could not be true to the principles which the organization held dear, if it adopted any other course. It was under obligations to its distributors to continue the advertising campaign.

We then went into executive session with our advertising counsellors. Too many concerns either do not consult their agency as they should, or, in their great wisdom disregard the advice of those whose business it is to reduce advertising to a science and provide the outside viewpoint and vision. In this session, consideration was given to what may be termed advertising axioms because of their general application. They were as follows:

Continued advertising when unable to make delivery, holds the public to its first decision to use the advertised product.

If such product cannot be obtained, the public must resort to another product; but, in doing so, such other product remains simply a substitute for the advertised product so long as the public knows their original choice is still being produced, and why they cannot obtain it promptly.

The distributor of the original product remains an ally and continues his efforts to hold the public to such products, if the advertising is continued.

The discontinuance of advertising under such circumstances disheartens the distributor, and the secondary benefit—namely, the word-of-mouth advertising, is also lost.

If it requires two or three years to obtain real worthwhile results from a general advertising campaign, selected advertising seeds, planted in this season of plenty, undoubtedly must yield a crop when it shall be needed greatly.

The more thoroughly the proposition was studied and analyzed, the greater became the conviction that instead of being a problem or hardship, this period when it is hard to make deliveries presented a great opportunity to build bridges across the difficulties that could not be overcome when the shot and shell of competition was sweeping all the highways of commerce.

The sales and advertising campaign The American Rolling Mill Co. has carried on while it was hard to make deliveries may be divided into two classes—regular and special.

The regular consisted of advertisements covering the regular line.

The special presents our company's method of meeting the full-order-book situation. This class may be divided into three divisions.

In the first period, a drive was made to develop trademarked products which offered least resistence to production and greater future possibilities.

In the second period, the campaign was designed to bring all products under the exclusive analysis and brand.

The third period combined the effect of the second and a purely educational campaign on a product formerly supplied by Europe.

The visible, concrete results obtained through advertising when it is hard to get the goods to fill the orders portends well for future benefits, and naturally makes this company an enthusiastic advocate of such procedure.

ADVERTISING AND THE WAR.

To-day American business is confronted with the vital question: How can we best serve our Government and keep the intrinsic value of our product fresh in the minds of those we have served in the past and possibly cannot serve during the war.

In its final analysis the question must be decided on the basis of whether or not it is feasible, possible and patriotic to do two things at the same time:

First, to put every ounce of energy to work to win the war, and,

Second, to prepare to make American business safe for peace.

No one can predict how long the war will last, but there must be no doubt regarding our ability and determination to win the war.

Doubt creates the devils of fear, fear is followed by panic, panic means chaos.

The Kaiser is insistently calling upon the iron will of the Germans. He boasts of the stronger will of his nation and arrogantly proclaims that this will ultimately win the war.

With devilish ingenuity he has, to a certain extent, analyzed the situation correctly. The will of Russia gave way under the strain. Doubt assailed, then panic, with the inevitable result, chaos.

Let us concentrate ourselves tc the task of making the will of America supreme. If we accomplish this task we can and we will do two things at once, without either lessening the force of the other.

We will win the war, and we will prepare for the period after the war, with equal power and force.

IS ADVERTISING ESSENTIAL TO ENDURING BUSINESS ENTERPRISE?

The answer to this question is found in the history of every really great business enterprise throughout the world.

This universal verdict not only justifies judicious advertising during the war, but obligates and demands that those who would guard against failure must unfalteringly continue this essential business procedure.

Furthermore, should the Government require all our capacity, it becomes paramount that we should see to it, in practically the only way that we can do, that our customers know why we cannot serve them, that they do not condemn, that they do not forget.

The war makes it imperative that our company continue advertising, because over fifty per cent. of our small sales force has gone to war, every one of them a volunteer. Advertising must hold their positions open until they return.

Undoubtedly every business of consequence has been affected by the war's drain upon its sales organization. Manufacturers must recognize that this same situation exists in the sales forces of their distributors.

Therefore, their only protection is to continue or increase their advertising to bridge this gulf.

That all advertising departments must be stripped for action and all non-essentials thrown overboard, goes without comment. Luxuries must be cut down. Manufacturers of such must re-

trench. But, even in these lines, those who judiciously advertise will live through the war, and will be better off after it is over.

The insurance value of advertising for the protection of business, the trademark, and the very happiness and existence of the men in your employ, and their families, is too important to be ignored in this crisis.

MOST FAILURES AMONG NON-ADVERTISERS.

Bradstreets prove this when they point out that 84 per cent. of all the failures are among non-advertisers. The Government does not want failures; failures will not win the war. It wants thrift, and that it must have. But, thrift does not mean stagnated business as some seem to think. It does not mean to sit back and fold our hands. It means get busy, be up and doing, thinking, planning, every minute of the day, making every effort count double for healthful business economy.

A good general in planning an attack always plans a means of retreat at the same time. This does not imply a lack of faith or self-confidence. On the other hand, it displays a far-sighted policy which leaves nothing to chance.

When the books are filled with orders we cannot execute, when the world is consecrated to the task of eliminating those forces of evil which would crush all under the heel of tyranny, when America is massing for the final thrust, what shall be the attitude of American business?

Will it mobilize every known resource to win the war, and at the same time prepare for the aftermath? Or, will it leave the after-war period for another demonstration of the awful results of unpreparedness, and the machinations of fickle chance?

After experiencing one humiliating and bitter lesson of unpreparedness, shall we welcome the second with open arms, and press it close to our war-bruised, war-racked business institutions? Or, shall we proceed immediately to the joint task of winning the war, and of making

AMERICAN BUSINESS SAFE FOR PEACE?

The Supremacy of the Winnipeg Free Press

has been built up by days and months and years of patient and persistent effort directed along lines which honesty, common sense and study have dictated as the best. There has never been any attempt to artificially stimulate growth, and questionable methods of development have been scrupulously avoided.

Consequently there is no weakness in its position to-day. Viewed from any and every angle the "Free Press" is supreme in its field. More people by thousands read the "Free Press" than read all other Manitoba daily newspapers combined, notwithstanding the fact that the subscription price of the "Free Press" is higher than that of any other Daily in the field.

In point of advertising patronage its leadership is fully as pronounced and as generally recognized.

Furthermore, the "Free Press" is in the most complete accord with the position taken by the National Advertisers of Canada in asking that a reasonable share of the cost of publication be levied against the subscriber, and in denouncing premiums, voting and popularity contests and similar methods of temporarily inflating circulation.

Every recognized Advertising Agency is an authorized advertising representative of the "Free Press," and any one of them will be glad to give you full information concerning the "Free Press" and its field.

Manitoba Free Press Co., Limited
WINNIPEG

Toronto Office: E. J. Guy, 302 Royal Bank Building

ARE YOU WATCHING **WINDSOR** and Border Cities Grow?

Population Now 40,000

The Windsor Record

Only Canadian Daily Within Fifty Miles

Circulation, February, 1918, 10,075

RATES (Plate)

Under 1,000 lines	3½	Over 5,000 lines	2½
Over 1,000 "	2¾	" 10,000 "	2¼

JOHN A. McKAY, Publisher

War Time Business in England

"BUSINESS in war-time is war business, and it can't be made to resemble peace-time business. But there is no reason why it should not be *good* business."

This, in a nutshell, is the message which H. Gordon Selfridge, owner of the great London, England department store sends to American business men through an interview in *Printers' Ink*.

"The gross amount of business done by retail stores throughout Great Britain has shown a steady and satisfactory increase for some time past," Mr. Selfridge is reported as saying "But no one in his senses would expect that it could be identical in character with the goods sold in 1913.

"People now-a-days are buying more sensibly than they ever did before. They weigh every penny and make it go as far as possible. They demand utility as a first essential in what they buy. But the business which has enough intelligence to take these facts into consideration can do a satisfactory amount of trading and show a satisfactory amount of profit.

"With the very beginning of the war the trade in luxuries fell off sharply," Mr. Selfridge says. "There were two reasons for this; (1) the stoppage of manufacture due to the commandeering of factories by the Government, short supply of materials, loss of labor, etc. (2) curtailment of demand on the part of the public. People did not know what was coming; they wanted to husband their resources and they did not buy anything that was not needed. That first panicky condition of curtailed purchases has, in a large measure, passed away, but the luxuries have never come back into the market. Of course, we have got to understand what is meant by luxuries; a set of table china is a necessity, but a very highly decorated, costly set of china must be considered a luxury. It is the latter type of goods to which I refer when I say that business in luxuries has been and still is sharply curtailed.

"It is true that the laboring class has much more money than ever before, but you must not run away with the idea that this money has been squandered in buying expensive goods. Many people have an exaggerated idea of the sums earned by munition workers, for example. While here and there a suddenly enriched worker may squander his or her money on a magnificent set of furs or a piano, generally extra wages have been spent soberly and carefully. Then too, the cost of living has been steadily rising throughout the war, and though this is not so important as it seems, since the figures on increase usually refer mainly to foodstuffs, which constitute not more than fifty per cent. of the expenditure, still every family has to take the increased prices into consideration.

"Among people with a fixed income, the increase in the price of goods has been met by purchasing a poorer quality than heretofore at about the customary price or a slightly higher one. For instance, a man who once paid fourpence for a handkerchief will now perhaps find that the same handkerchief costs eightpence, whereupon he contents himself with one not quite so good at sixpence. This tendency on the part of the public results in moving out large quantities of less expensive goods."

Quite a brisk business is being done, Mr. Selfridge reports, in the sale of some luxuries, now unobtainable from manufacturers, at second-hand. For example, great numbers of pianos have been sold by the wealthy classes to the stores and bought again by those lower in the social scale.

"Some types of products are not to be had for love or money," Mr. Selfridge observed ruefully. "There's practically not a bit of cutlery obtainable in the country. A splendid new type of rustless steel was introduced a while ago, but is not to be found to-day. Silverware is very scarce, and such things as party gowns for women are not being bought. In the first place, people don't want them—it is bad form to be too well dressed in Great Britain during the war, and, in the second place, there's no one to make them—the women formerly employed in such work are all in war work, or releasing men for war work now.

"Just as an example of conditions, there's hardly a clock in England which keeps correct time any more, and there's nobody to repair them when they get out of order. The clock makers and repair men are all turning out fuses for shells.

"I don't want you to get the impression that the civilian population in Great Britain is suffering any abnormal hardships, because that is not so. We are amply supplied with the necessities of life, and we are perfectly well prepared to keep going on that basis until Germany is beaten. But we're not tolerating any waste. Even necessary repairs on buildings are strictly limited, and many big London establishments are looking pretty shabby for want of paint."

The character of the big Government advertising campaigns has changed of late. In the early days of the war, as our readers know, the recruiting offices and other official advertisers bought their own space. To-day the paper shortage has so strictly limited the size of newspaper and other periodicals that there isn't enough advertising space to go 'round. "When I try to buy full pages in some publications," Mr. Selfridge remarked, "they tell me that's too much space to give one advertiser all at once, and I have to take what I can get. In consequence of this limitation, the Government appeals—concerning the new bond issues, war-savings certificates, etc.—appear in space donated by individual advertisers, and with the name of the business house frequently appearing down in one corner of the copy. I have been donating part of my space not only to the Government but to all sorts of charity organizations which are appealing to the public for funds.

Mr. Selfridge is not worrying about the prospects of a business slump after the war is over (which he thinks will be very soon, by the way). He points to the enormous demand for materials for reconstruction work as being a reason to believe that there will be work enough for everyone for a long time to come. "Just think of the millions of men now in uniform who will want new civilian clothes," he said. "Think of the number of things which are not being made during the war, but which are always needed. For instance, there has been almost no furniture made in England for three years. The reconstruction work in France will need the labor of thousands of men, and will take millions of pounds' worth of material."

"Do I believe there is any reason for American advertisers to draw in their horns, in the light of English experience? I do not!" he snapped out, in answer to a question. .....Always remembering that in war time waste and foolish buying must be eliminated, there is no reason why a business should not go ahead full speed. In Great Britain the firms which never faltered have had results to justify their faith, and those who were frightened by the prospect have suffered. The longer the war lasts, the greater the gross volume of business seems to be—due, perhaps, to the more equitable distribution of wealth among all classes, which the war brings about. If I were an American merchant, I should go ahead under full pressure."

"You are satisfied, then, with the results of your own policy in war time?" the interviewer asked.

"Satisfied? No!" he shot back. "I'm *never* satisfied. I'm pleased, but I'm not satisfied. I can always see so much more to be done than I have yet accomplished that I never for an instant feel like lying back on my oars and quitting. I've only begun!"

* * *

ADVERTISING IN AUSTRALIA

Some of the peculiarities of advertising in Australia and New Zealand are commented on in a report recently published in the *United States Commerce Reports*. Many of the conditions afforded a striking contrast with those obtaining in Canada. For example:

In nearly all metropolitan dailies 12 inches double column is the smallest space allowed for display.

One leading daily will not take 12 inches across four columns, although most other papers will.

With one exception, morning papers will not take 12 inches across three columns.

Some dailies will not allow cuts (blocks) except name plates and trademarks and these are restricted as to size and blackness.

Some of the daily papers do not hesitate to arbitrarily cut out any part of an illustration or border which, in their opinion, is too black.

Daily paper column widths vary from 13 ems to 15 and 16 ems, and variations in the weekly and monthly column widths are even greater.

Many American manufacturers are advertising successfully in Australia, but they allow their local service agent considerable latitude in the matter of editing or rewriting copy and altering display and illustrations to fit Australian conditions. There have been some dismal failures of American advertising when the copy and display were prepared in America and published in toto in Australia. The Australian service agencies work on a charge of 10 per cent. to the advertiser, bills rendered monthly. For a 12-inch double-column ad. run twenty-six times a year in two dailies in each of the state capitals the cost would be about $12,150; in one daily in each of six leading provincial centres about $3,650; and in one weekly in each of six states, about $3,650, a total of $19,450.

Australia is well served with daily newspapers, weekly journals, and monthly magazines. Excellent facilities also exist for poster displays along streets and railway lines, electric signs, picture theatre screens, and the like, but the daily and weekly newspapers and periodicals of more general nature will command most attention from American advertisers. It is impossible, however, to plan a campaign for Australia from the American office in anything more than a general way, for there is no uniformity of typography, column widths, or display spaces available. Moreover, American copy is far from suitable for Australasian readers, and the usual American display does not fit the Australasian temperament.

There are not quite so many difficulties in New Zealand advertising, but the requirements of the local reading public are so individual that here, too, co-operation from a local service agency is necessary. In New Zealand, newspapers undoubtedly dominate the advertising field, because the population is so scattered. New Zealanders are keen newspaper readers, and more periodicals are published in New Zealand in proportion to the population than in any other part of the globe.

When employing a service agency in New Zealand the cost is never greater to the advertiser than when placing the advertising direct, for New Zealand agencies are paid by commission from the publishers, and the line is very clearly drawn as to who shall and who shall not receive such commissions. In New Zealand the standard measurement of single column is 12½ ems and double column 25 ems on the type surface. There should be as little detail as possible in illustrations, because a poor quality of paper is used and the presswork is poor.

* * *

E. H. Macklin, general manager of the Manitoba Free Press was honored last month at a gathering of Western newspaper publishers in Calgary, when he was presented with a service of silver plate and an address expressing appreciation for his past endeavors in connection with the telegraph and cable news services for Western dailies. Since the formation of the Western Associated Press in 1907, Mr. Macklin has occupied the positions first of treasurer and latterly as president.

To Cover
the Ottawa Field
You Must Use

The Ottawa Dailies

The Journal Dailies DOMINATE in Ottawa. They lead their only competitor with 20% more display—evenly divided between local and national advertising. Send to The Journal for handsome book on Ottawa. There's a copy for you, if you're an advertiser.

I INVITE inquiries from those considering outdoor advertising in any part of Canada. I can add to its effectiveness and value, without adding to the cost.

A. R. KENT

Outdoor Advertising
Everywhere in Canada

Kent Building
TORONTO

Automobile Number

Kitchener News Record

(Member A.B.C.)

Saturday, March 23rd

There are one thousand motor cars in daily use (in season) in the territory served by the News Record. Our Spring Auto Number will appeal to them and to prospective car owners.

What have YOU of interest to these car owners? Tell them about it on 23rd March.

HIGHEST GRADE

ELECTROS

AND

STEREOS

PROMPT and EFFICIENT SERVICE

Rapid Electrotype Co. of Canada, Limited

MONTREAL TORONTO LONDON WINDSOR

Include a Subscription to

MARKETING

with your order for the new 1918

LYDIATT'S BOOK

What's What in Canadian Advertising

Now ready See page 1

(*Continued from page 13*)

"We seized the opportunity to reorganize some of our lines. We have just used our men to analyze our markets, to study competitive lines, to search for new ideas, to cultivate the acquaintance of those who have not purchased from us before, to adjust old grievances, to announce and lay the foundation for the introduction of a new line of specialties, etc. We have likewise given considerable attention to the further education of our men as relating to our business.

"When the men were off the road we have used them in readjusting packages, developing new items of merchandise and they have held regular sessions of our sales committee for the purpose of outlining plans and policies for the future.

MADE BETTER MEN OF THEM

" We have added to their responsibilities and we have aroused a new interest. In fact, we have made better men.

Another letter from the vice-president of a well-known corporation the largest of its kind in the world, shows that salesmen can be used in many constructive ways entirely foreign to the original purposes of their jobs:

"In one organization in which I am a director, we had one of our very best salesmen sent to the coal mining region to use his personal influence among people with whom he was acquainted there—that being his territory—to buy coal and get it shipped to the factories. We had him work on mines located on different lines of roads, with the result that the factory was kept running very nicely, and was never even near a shut-down.

"Another salesman who was particularly adapted for the work was used in and around the freight yards of the city where the factory is located to get loaded cars into the factory and empty cars out, and through his good fellowship and work with the yard people and train crews he was more valuable in that capacity than he would have been on the road."

Here is unusually suggestive letter from one of the most successful advertisers in America. It shows that if a sales executive will dig in and really study his war problems, advertising and modern sales promotion will offer him help in solving them:

"We are not curtailing either our sales organization or our advertising," he says. "For many years there have been opportunities in the field which we have not felt able to take advantage of because our men were busy in the routine work of getting business. While we are oversold now, we anticipate days when we will be glad to see orders coming into the office, and we are endeavoring to gather fundamental information and create a foundation for the application of more intelligent effort in the days when we need business."

"Likewise, our advertising is to be devoted to educational propositions in the main, although the uncertainties of manufacturing make it necessary to utilize our advertising to assist in equalizing the otherwise unwieldy output. We are apt to lose in the draft the head of a factory department or a tool maker in the factory or some other man in a key position, making it necessary to divert suddenly the product from one style to another. We cannot anticipate these things and have to meet them by summoning our total resources in the way of sales influences to overcome what would otherwise be unbalanced proportions between styles.

"Likewise, we want to use our advertising now to ask people not to buy our products, but to leave them for the soldiers and to use carefully the products they already have so that they will not need new ones. We believe that our product is quite sadly abused and that in times like this those in use can be conserved so as to lessen the stringency of the existing shortage."

(*Continued in next issue*)

(*Continued from page 15*)

His automobile mailing list includes the names of persons in cities of five and ten thousand population, and hundreds of tourists from those towns seek out the big store in the little village to make their purchases.

In this Indiana village of 300, Moon is selling $75,000 worth of goods a year, $250 worth for each person in the town. Is any merchant in Toronto or Montreal doing as well? If he is, his sales amount to about one hundred and fifty million dollars a year, or more than half a million for each business day of the year.

The Things We Talk About

Hudson Motor Car Co. are reported making contracts with newspapers through the Campbell-Ewald Agency, Detroit.

New schedules for advertising Poslam Soap (Emergency Laboratories, N.Y.), are being sent newspapers by the National Agency, 243 West 47th St., New York.

Smith, Denne & Moore, Ltd., are placing the Canadian advertising of Cluett Peabody & Co., Inc., makers of "Arrow" Collars and Shirts.

When, a few years ago, the Kingston (Ont.) Fair spent only $45 in advertising, it had a deficit. Last year $850 was spent and the Fair's finances closed with a surplus of $1,300. So Mr. Robert J. Bushell told the meeting of the Fairs and Exhibitions' Associations a few weeks ago.

According to the Halifax Herald and Mail, a census of Halifax taken at the present time would show a big increase over the last official figures.

Colonel R. S. Low, manager of the reconstruction committee, has already under his employ, 3,500 men, and of this number seventy-five per cent. are newcomers. Other builders and contractors have brought in many men. One construction company alone has 750, mostly on government work. The hotels and boarding houses are crowded as never before. The purchasing power of the city has greatly increased and this has brought in commercial men from every quarter.

Since the munitions explosion in December, over 3,000 orders for repairs to houses have been completed.

Over ten acres of glass have been supplied free to the people who could not afford to buy supplies of this character themselves.

One million dollars worth of temporary houses are already under way and are being completed at the rate of one modern apartment per hour.

By the first of March, 832 modern self-contained flats will be ready to house those who are now without permanent shelter.

The publishers of the Halifax Herald and Evening Mail are sending out a handsome 1918 desk diary, which, besides its other forms of usefulness, gives much valuable information about Nova Scotia as a field for the national advertiser.

The heatless shut-down naturally resulted in a curtailment of advertising, principally retail. The department store pages were missing in two day's issues of the Toronto dailies. It is estimated the U.S. closing order cost the New York papers alone about $250,000 worth of advertising.

On the fourteenth of February, Senator William Dennis, proprietor of the Halifax Herald and Mail celebrated the forty-fourth anniversary of his entry into the ranks of Canadian journalists.

Senator Dennis commenced his newspaper career as a reporter on the Halifax Herald on the day that newspaper began. As a reporter he upset many of the traditional methods of gathering and presenting news. Some few years later he worked for a brief period on the Winnipeg TIMES AND SUN (now the TRIBUNE) leaving within a year to return to Halifax and the HERALD.

In 1877 he acquired a half interest in the HERALD, mortgaging his future

SENATOR WILLIAM DENNIS

Who on February 14th celebrated the completion of his forty-fourth year as a Canadian newspaper publisher

to pay for it, but after much wholehearted work he was successful in starting the newspaper on the road to prosperity, until to-day it is recognized as one of the most progressive newspapers in Canada, and probably the most influential paper in the Eastern Provinces.

The life of the HERALD & MAIL is the life of Senator Dennis. Forty-four years is a long time in harness, yet the Senator is still active in the management of his publications, giving them snap and life—with the support of his nephew, Mr. W. H. Dennis, a young man who possesses many of the capabilities and the characteristic aggressiveness of the Senator.

MARKETING extends its congratulations to Senator Dennis on this occasion, believing he has reason to be proud of his accomplishments in the city by the sea.

Mr. Wm. Arkell, formerly with the Cleveland Press and Toronto Star, has joined the staff of the Consolidated Advertising Service, Montreal

For the Successful "Marketing" of any product it is necessary to use the best mediums.

Advertisers use

THE

Calgary Herald

when they want to reach the people of Calgary and Alberta

Biggest, brightest and best newspaper between Winnipeg and the Coast.

We can prove this by statistics of advertising carried and circulation records. Write for them and rates.

Herald Publishing Co. Ltd.
Calgary, Alta.

Eastern Representative
EDGAR J. GUY,
Royal Bank Building, Toronto

ALBERTA 1917 INCREASES

CATTLE
Increase over 1916 (Head) - 590,384

HORSES
Increase over 1916 (Head) - 221,393

SWINE
Increase over 1916 (Head) 446,961

DAIRY CATTLE
Increase over 1916 (Head) - 110,828

ACREAGE
Increase over 1916 (under crop) 2,624,359

GRAIN—All Classes
Increase over 1916 (Bushels) - 27,645,856

When the farmer is prosperous everyone prospers.

Edmonton Journal
THE ONE OUTSTANDING DAILY IN CENTRAL and NORTHERN ALBERTA

Average daily circulation for year ending December 31st, 1917: 17,355

EDGAR J. GUY, Royal Bank Building, TORONTO, Representative for Eastern Canada

WE SPECIALIZE IN

PRINTING
for Advertisers

If you want your catalogues, booklets, folders, stationery, etc., to be better than commonplace, call in a printer who understands advertising requirements.

We set many of the best advertisements appearing in Canadian publications—do the printing of many of the most exacting Canadian Advertisers.

We invite enquires from those who appreciate intelligent service.

C. H. HAHNDORF, Manager

Toronto Press

154 PEARL ST., TORONTO

Addison-Mamprice Bldg. ADEL. 1694

The Oppressed Advertising Manager and the Adhesive Solicitor

By A. A. BRIGGS
Advertising Manager
Dunlop Tire & Rubber Goods Company, Ltd.

WHEN so much thought is being devoted to eliminating waste in order to win the war, why shouldn't a little thought be given to what might be styled "over solicitation," or the waste of energy in needlessly calling on the advertising manager. It is a conservative statement that ninety per cent. of the propositions approaching, the ad. man domiciled in Toronto are "turn downs." This includes everything from the man who already has your business and wants more, to the man who hasn't any and wants some. No doubt the solicitor feels that a lot of the rebuffs he forces himself into by over agressiveness are the result of the temperamental quality in the buyer, lack of vision, and suchlike, but as the good and the bad are so often mixed up, the man with a good proposition must needs remember that he cannot always get the hearing he requires because the man with the poor proposition does not seem to understand what the English word "No" means.

I am fully convinced that fifty per cent. of the advertising solicitors calling on manufacturers', advertising managers' work on the basis that it pays to angle for snap verdicts. Certainly it is clear that they fail to differentiate between the man who makes advertising decisions as a sideline and the man who is employed by a company to do nothing else but think about advertising problems and work out advertising details.

The man element in the solicitor, coupled with intuition, and unhampered by stereotyped instruction sheets, would often tell him that he would get more business by staying away than he would by "gunning" for it "out of season." On the surface this statement looks absurd, but it is just another way of saying when the advertising buyer wants something he will think nothing of phoning up the solicitor to come and get the business, whereas if he cannot use the proposition in question, attempts to employ the "strong arm" on him will often only create the possibilities of a disastrous approach.

The worse case I can recall of persistency in solicitation the headless attitude of a man who thinks there is such a thing as salesmanship, when in reality there is nothing but buyership—happened to me about 1908. A certain individual persisted in coming back on one of those impossible propositions that "bob" up about five times a week on an average. The exasperation point had been reached. I was suddenly taken sick with quinsey (looks like a deduction here) and went to the hospital. Mr. "Neverdie" came to the office once more. Finding the occupant of the armchair out he called up the boarding house, and learning from that source the condition of affairs wanted to carry his presentation of the case to the hospital and "ram" the story down my throat, when that part of my anatomy was pretty well clogged up as it was.

The only other case that parallels the would-be-hospital interviewer, occurred about a year ago, when a hard-to-put-off labor solicitor, following in inverse ratio the much over-worked gag of "all our readers use motor tires," piped off this: "Perhaps our readers don't own cars now, but hoping for the day when they will do so, they keep their eyes on every car going by, so learn to know which tire they want," etc.

Certainly Ottawa might well take up at once the question of appointing an Energy Controller—abolish solicitorship jobs, not only on newspapers, magazines, and whatlike, but the Order in Council could cover practically the entire field of goods the advertising man purchases. Any advertising manager who can be "sold" anything is only ten per cent. qualified. Any advertising man who cannot "buy" something is likewise of only ten per cent. value.

And the Government should go a step farther and pass a statute prohibiting societies or organizations of any kind from issuing annual reports, unless same are published by themselves at their own expense, and without advertising solicitation of any kind.

* * *

Mr. Brigg's complaint will find an echo in the offices of a great many buyers of advertising. I recall the experience of another man who had never realized how "popular" one could become until he started a small advertising campaign. It was rather an indefinite sort of a campaign—somewhat of a compromise between the Board of Directors and the salesmen. It was all new to the advertising manager, who had been attending to the catalogues and other printed matter, dealer helps, etc. Several quarter page advertisements were prepared and started in three magazines.

No sooner had the first advertisement appeared than things began to happen. The word that a "big" new advertiser had started seemed to spread like wildfire. Solicitors sprang from all corners. They represented publications never heard of before, farm papers, country weeklies, ladies' magazines, story magazines, big weeklies, little weeklies. Then came the newspaper specials. Then followed the poster people, the street-car card companies, and a few advertising agencies. If you ever want to hold an advertising convention in your home town, just run a few ads in one or two magazines—it pulls.

Nevertheless, he enjoyed talking to most of these men, and really learned a thing or two about general advertising. But what impressed him most was that no two representatives agreed on what he should do, and that one of the reasons of the high cost of advertising was the inefficient method of space selling. Very few of these men knew merchandising—the majority talked A.B.C. circulation, and, that on some given date rates might advance. They were all likeable fellows, however, and as he was out to learn all he could he gave them all the time he could.

* * *

KEEPING THE TRADE INFORMED

MANUFACTURERS and wholesalers owe a certain obligation to their retail trade, an editorial in *Printers' Ink* points out.

If he has goods for sale he should keep the trade informed that he has them.

This will help to equalize and steady distribution, prevent frantic buying and thus help in the conservation of materials now so necessary.

If he is unable to keep the trade supplied he should tell why. He should not let retailers get the impression that he has been found asleep while on sentry duty. Hence he should advertise to his field through the trade journals or otherwise explaining conditions and what it is advisable for the trade to do until things are restored to normal. He will be sure of a most appreciative audience.

Never before, perhaps, have merchants been so anxious to learn where they can purchase certain goods. In many instances their customary sources of supply have failed them. Merchandise they need badly has been back ordered for months. They would like to order it somewhere else, if obtainable, or get other things to take its place.

The purpose of advertising in wartimes, even more than in normal times, is not alone to sell goods, but also to keep the machinery of distribution functioning, so that it will be in gear when business becomes normal again. It is a duty of manufacturers and wholesalers to maintain the morale of their trade during the war. Dealers are looking to them for guidance, advice and help. This is a big opportunity for trade advertising while the war lasts.

* * *

France is taxing corsets and other "luxuries" including: automobiles, fur coats, ordinary clothing, safe deposit boxes, photographic apparatus, phonographs, de luxe editions of books, art objects, etc., etc.

Taxes also are imposed upon domestic pets, natural flowers, children's costumes, overcoats, corsets, sheets, furniture, horses, pianos, table china and bicycles.

* * *

Harold M. Reed has been appointed in charge of the Montreal office of Smith, Denne & Moore, Ltd.

* * *

The Montreal Stock Exchange is carrying on a Dominion-wide advertising campaign through the Consolidated Advertising Agency, Montreal. The Toronto Stock Exchange is doing similar advertising through the J. J. Gibbons, Ltd., Agency.

The CITIZEN Newspapers

EVENING MORNING

Ottawa's Clean, Home Newspapers

THE NEWSPAPER

Fearless, Independent, Two cent newspapers.

The CITIZEN has gained the respect and confidence of its readers by publishing a clean, high grade newspaper.

The CITIZEN protects legitimate advertisers by refusing to publish liquor, medical or semi-medical advertising of any description.

The CITIZEN reaches the Real Buyers; no lost motion; it is depended upon by the people in the territory it serves. Experience has taught them they can believe what they read in the CITIZEN.

Ottawa is a city of homes—prosperous thrifty homes. The CITIZEN is a Home Newspaper.

The circulation of the CITIZEN is guaranteed by the Audit Bureau of Circulations.

THE FIELD

135,000 people reside in Ottawa and its immediate suburbs.

Ottawa has 192 industries, with 19,500 employees earning annually $9,500,000.

Ottawa has 21 Federal Government Buildings, value $24,675,000, employ 12,000 persons, earning annually over $12,000,000—a PERMANENT ASSET TO OTTAWA which no other city in Canada enjoys—not jeopardized by unfavorable conditions which may prevail elsewhere.

Ottawa is the largest individual manufacturer of lumber in the world. The district output being approximately 659,000,000 feet, board measure, value $18,800,000.

Ottawa has three payrolls—industrial, Governmental and Railway—which combined distribute annually the enormous sum of $23,500,000.

Ottawa is the wholesale and retail trading centre for the rich and populous Ottawa Valley with its industrial towns. Tributary to Ottawa is the Great Central Dairy Belt of Canada which in 1916 produced one-half the country's export of cheese.

The CITIZEN Newspapers

Official Organ Retail Grocers' Association

OTTAWA, CANADA

W. H. Stockwell,
Peoples Gas Bldg.,
Chicago, Ill.

F. W. Thompson,
57 Mail Bldg.,
Toronto.

J. C. Ross,
Board of Trade Bldg.,
Montreal.

Veree & Conklin,
Brunswick Bldg.,
New York

Marketing
and business management

INFORMATION BUREAU

Subscribers are offered a special service in the way of information relating to advertising and selling in Canada (1) regarding resources and special facilities of any advertising agency; (2) regarding the standing and circulation of any Canadian periodical; (3) regarding bill-posting, street car and other advertising mediums; (4) regarding artists, copywriters, manufacturer's agents, printers, engravers, electrotypers, equipped for executing certain classes of work; (5) regarding duplicating, and addressing devices and other equipment, mailing lists, sampling crews, and other special services; (6) particulars regarding publications, agencies, etc., in other countries. Inquiries answered from subscribers only, without attempt to render any service available through well-equipped advertising agency. No charge, except for investigations undertaken by special arrangement. Inquiries considered confidential, and information given in good faith. Answers to questions of general interest may be published without disclosing inquirer's identity.

HERE is a special service which we trust will frequently be taken advantage of by many of our subscribers.

The idea is to open to you the many sources of information which must be known to a publication such as MARKETING—pass along the answers to your questions which are readily found in many books and files of reference in our office—and to make inquiries, when need be, of those able to furnish the information you desire.

For example you may wish to know where you can get salesmen's portfolios, or certain advertising novelties, or be put in touch with a printer or engraver equipped to turn out certain class of work, or you may want to get the names of manufacturer's agents to represent you in Canada, or facts relative to the standing, circulation or rates of certain publications, or information about a certain type of paper, or about certain office equipment.

You are welcome to any information we have or can secure for you, as a part of our service to you as a subscriber to MARKETING. So send along your queries.

IF YOU

WANT TO GET IN TOUCH—AND KEEP IN TOUCH—WITH THE GROCERY TRADE OF WESTERN CANADA
(A COMMERCIAL FIELD OF UNLIMITED OPPORTUNITIES)

WINNIPEG
AND
WESTERN GROCER
"BRIGHTEST, BREEZIEST AND BEST"

WILL CREDITABLY AND SATISFACTORILY ANSWER EVERY REQUIREMENT.

READ—AND WELL READ—IN EVERY SECTION OF THE GROCERY BUSINESS
BETWEEN THE GREAT LAKES AND PACIFIC COAST.

HEAD OFFICE
WINNIPEG, Canada

The Auction Block

"What am I offered" is a question which must often occur to the business man who is asked to "take an advertisement" in some organization's programme, year book, official organ or special edition, promoted primarily as a means of raising funds. It may be interesting to record such facts as are obtainable regarding these proposals as they come up, solely with a view to analysing their advertising value—which is the purpose of this column. Readers are invited to report particulars of any such solicitations so that we may consider, without prejudice—"What's it worth?"

DURING the past few months business firms round about Toronto have been solicited to take advertising space in the OFFICIAL ANNUAL LABOR REVIEW AND CONVENTION NUMBER, the proceeds of which, it is understood, are to be turned over to the Ontario Labor Educational Society. The same solicitors also canvass for advertising for the INDUSTRIAL BANNER, so we are informed.

Upon inquiry it is explained that this publication should not be confused with the OFFICIAL FIFTEENTH ANNUAL SOUVENIR NUMBER which is also being promoted in connection with the Annual Congress of the Allied Trades and Labor Association, to be held this year in Quebec City.

The INDUSTRIAL BANNER is now reported to be promoting a special "PEACE" number.

The necessity for closely investigating the identity and authority of those soliciting advertising for any publication issued on behalf of labor organizations is clearly emphasized in the warning recently issued that two men purporting to represent the Trades and Labor Congress of Canada are, without authority, soliciting advertising for imaginary magazines and collecting fees.

Another such warning is contained in a form letter sent out to advertisers on a letter-head of the Canadian Brotherhood of Railroad Employees, reading as follows:

"In view of the fact that your support has been solicited on many occasions for numerous publications purporting to be published in the interest of the Railroad Employees of Canada, we have felt it necessary to establish a Publicity Office at the above address for the protection of our business interests and those of the Canadian advertiser as well.

"We feel it our duty to point out to you that many of the Railroad Publications asking the support of Canadian advertisers, particularly those claiming International headquarters, are either of a fake nature or have behind them a very small circulation, due to the fact that the membership of the Organization they claim to represent has little, or no, membership in Canada. On the other hand, there are one or two Publications of legitimate origin, but even these represent usually but one specific class of Railroad Workers.

"We have no desire to criticise any legitimate Publication of this nature, but we do most strenuously object to the 'Fake' propositions which are taking money from the business men under false pretenses. We cannot prevent these from operating but the remedy is in the hands of the business men of Canada, who can make their operations unprofitable by withholding their support.

"It is mainly for the purpose of supplying business firms with reliable information regarding Railroad Publications that we opened Publicity Offices in Toronto, and we shall be glad to have you take advantage of their establishment to avail yourself of information in this respect when it is required. If you will ring up or communicate with this office an official reply will be made to your enquiry direct from our Grand Executive Offices at Halifax."

The Freight Handlers of the Port of Montreal have been soliciting support for a publication entitled "The Harbour of Montreal," which they state will be extensively circulated among water-front workers. To defray its cost special pages have been reserved for the photograph or advertisement of those who wish to be known as supporters of their "campaign of viligance and education on the harbour-front." $100 a page is asked. Just to what extent the "freight handlers" are responsible for the "safety" of the Port of Montreal, or why business men should contribute to the support of their organization, or how business firms will benefit by the activities of their organization, to the extent of the contribution sought, is not made clear.

The Engineers' and Firemen's Year Book is launching a coal-conservation campaign among the engineers and firemen of Montreal, a movement which is "made possible through the advertising patronage of those firms who are willing to help." What benefit accrues to those who "make possible" this movement by advertising in the Year Book is not clearly stated, nor does there appear to be any reason for giving this publication serious consideration as an advertising medium. The identity of those promoting the publication is not disclosed in the form letter and literature sent out.

Canvassers are at present visiting firms in Montreal soliciting advertising for a Railway Magazine or periodical, armed with credentials from the Brotherhood of Railway Clerks and Freight Handlers, Labor Temple, Montreal. One advertiser was referred to a Mr. P. J. Flannery, Freeman's Hotel, Montreal to whom he wrote asking for a copy of the organization's Annual Report, but several weeks later it had not materialized. The International Station Employees Alliance appears to be represented by the same solicitors. Can any reader furnish particulars as to the identity or standing of either of these organizations.

The number of organizations of railroad employees seems to be legion —and the only time we seem to hear anything of them is when they are issuing a year book or magazine for which they desire advertising at a very high rate per page. We are thinking it might be interesting to compile a directory of them, if possible to secure particulars as to the officers, number of members, etc.

A special bulletin issued by the Associated Advertising Clubs of the World, under date of February 18, has been sent to a number of the leading daily papers of the country, calling their attention to the necessity for closer attention to the elimination of advertising for speculative securities. The bulletin was intended especially for those papers that have accepted and published advertising of this class in recent months. The bulletin says:

"As a means toward helping win the war, it is the patriotic duty of advertising mediums to discourage the exploitation of speculative securities. The Government is asking that the public invest in Liberty Bonds and War Saving Stamps. Every dollar that is diverted from this course to the pockets of promoters of speculative enterprises at this time, is equivalent to a contribution to the cause of our enemies.

"Newspapers have an especial opportunity to serve our country by refusing to publish the type of advertising which is now being used so largely in oil promotions. The creation of a Federal committee to approve new issues of corporate and municipal securities, provides for the newspapers a means of accurately determining which stock issues are entitled to use advertising space to reach the public."

CREAM OF WHEAT PROHIBITED

The Food Controller's regulations in control of Canadian mills automatically prohibit the manufacture of Farina, Cream of Wheat and similar products. Additional regulations which have just been announced provide that upon written application the Food Controller may grant permission to mills to manufacture what is known to the trade as Farina, for children and invalids. The purpose is to conserve wheat by taking off the market a product which is used as a breakfast food and which may be replaced by other cereals. A very large saving of wheat will be effected by this ruling.

GROCERY TRADE NOW LICENSED

Following the announcement that the wholesale grocery trade would be brought under license system by April 1, the Canada Food Board to-day issued regulations governing retail butchers, retail bakers, retail produce merchants, retail flour and feed merchants, retail fruit and vegetable dealers, and retail fish dealers. On and after May 15 it will be illegal for any person, firm or corporation to engage in any one or more of these trades without a license from the Food Board.

The regulations make it illegal to deal in food for the purpose of unreasonably increasing the price, restricting supply or monopolizing or attempting to monopolize any food products.

Destruction of any food which is fit for human consumption is made an offence, and as in the case of wholesalers, no retail dealer may knowingly permit waste or wilfully permit preventable deterioration in connection with the storing or sale of food.

The regulations also provide for the display of the license number on all letterheads, contracts, price lists, etc., and for reports as often and in such form as may be required by the Food Board.

The schedule of license fees provides for a minimum fee of $2 when the annual turnover does not exceed $20,000 per annum, and for an additional $2 on every additional $20,000 per annum or fraction thereof.

Saskatoon Daily Star has announced an increase in advertising rates from 4c to 4½c a line, effective March 1st.

CERTIFIED CIRCULATIONS

Publications listed below merit special consideration because their circulation records are subject to regular and rigorous examination by the Audit Bureau of Circulations. Present day advertisers want to know more than vague figures indicating volume of circulation. They want complete details, including facts indicating value. Bills for all other purchases are carefully checked to verify delivery; why not advertising bills similarly? The figures quoted below represent the average circulation shown in each publisher's latest A.B.C. Report. A complete analysis, including all essential facts, is given in detail in complete A.B.C. Report which should be secured from publisher.

DAILY NEWSPAPERS

Brantford, Ont., EXPOSITOR (E) 7,561
In a city of 5,900 homes has a guaranteed local circulation of over 5,500.

Kingston, Ont., BRITISH WHIG 5,633
Only A.B.C. paper in Kingston or district. A 2c. evening paper selling solely on its merits.

Ottawa, Ont., CITIZEN (M. & E.) 30,053
Protects legitimate advertisers by refusing liquor and all medical advertising, etc.

Stratford, Ont., HERALD (E) 3,303
The HERALD is the only newspaper in Perth County that is a member of the Audit Bureau of Circulations. It is one of the newsiest and handsomest of small city dailies and has the largest circulation of any newspaper in Perth County; also largest city circulation. Best of all it is still going strong.

Moose Jaw, Sask., TIMES (E) 7,237
Largest circulation in its trading territory, Oldest, largest and best medium.

MAGAZINES

CANADIAN HOME JOURNAL (M) Toronto 27,111
During 14 years has been building up a select clientele of loyal interested readers.

EVERYWOMAN'S WORLD (M) Toronto 119,149
The dominant selling medium in all cities, towns and villages throughout Canada.

CANADIAN COURIER (Bi-W) Toronto 50,000
Now goes into one in ten English speaking urban homes in Canada.

AGRICULTURAL MEDIUMS

CANADIAN FARM (S.W.) Toronto 22,976
A farm paper for the producing farmers with the most complete market service in Canada.

CANADIAN COUNTRYMAN (W) Toronto 37,767
Editorial weight. Large circulation. Record of results.

Local Advertising

GOULD-LESLIE Limited
The House of Quality & Good Value
After All the Best Place to Shop
SANTA CLAUS
E.B. CROMPTON AND CO. LIMITED BRANTFORD

Hundreds of Satisfied Merchants now using Posters 12 months in the year

"ANY advertiser can arrest the gaze of the passerby, capture his absorbed attention, and create a favorable impression by the sheer force of color masses alone."

Poster Advertising Association of Canada

W. W. SCANE, Secretary, CHATHAM

OFFICIAL REPRESENTATIVES

A. R. Kent	304 Kent Building, Toronto, Ont.
London Bill Posting Agency	London, Ont.
The Lindsay Walker Co., Limited	Winnipeg, Man.
E. L. Ruddy Co.	11 Wellington St. East, Toronto, Ont.
Wadsworth Nathanson Co.	501 C.P.R. Building, Toronto, Ont.
Canadian Poster Company	Lewis Building, Montreal, Que.
Harry Duker, Limited	Vancouver, B.C.

FOOD CONTROLLER NO MORE

LAST month saw Canada's Food Controller superceded by a Food Board consisting of Food Controller Thompson, Hon. C. A. Dunning, Treasurer for Saskatchewan, and J. D. McGregor, representing the Food Controller in Manitoba.

As reported this move is preliminary to the adoption of Dominion-wide measures calling for the greatest possible exertion on the part of the Dominion and Provincial Governments. The removal of the duties on traction engines probably means the utilization of tractors in large numbers to break additional areas of land in western Canada, and, perhaps, in the east also. The desirability of largely increasing the size of Canadian cattle herds is indicated in the removal of the duty on cattle. Expansion of the sheep breeding industry will be considered when the Dominion Ministers and Provincial Premiers come together on Friday.

The Food Board will constitute a sub-department of agriculture and will be under the personal direction of Hon. T. A. Crerar. It will co-ordinate all the problems of food production and food conservation, and remove the possibility of friction, which would exist had the control of food remained under a separate organization.

TIGHTENING UP THE FRAUD LAW

IT is understood that some amendments to the "Law Against Fraudulent Advertising" passed in 1914 will be submitted at the coming session of the Dominion Government, with a view to plugging some of the loopholes through which offenders have escaped punishment under the law as it now stands.

The proposed amendments would hold agents, servants and employees equally guilty with principals who violate the law and would punish misleading statements as well as downright lies. Individual offenders would, upon conviction, be liable to a fine of $200, imprisonment for six months, or both. In view of the difficulty of sending a limited liability company to jail, corporations convicted of fraudulent advertising would be let off with a fine of $500 for each offense.

On trial, the production, by the informant of an advertisement said to be false or misleading would be held as prima facie evidence that the advertisement was published with the knowledge and consent of those from whom it purported to issue.

The University of Manitoba conducted a short Course in Merchandising during the week of Feb. 14th, for the benefit of retail merchants.

Advertising for Western King Overalls is being sent out by J. J. Gibbons, Limited (Winnipeg Office) to a select list of Western farm papers.

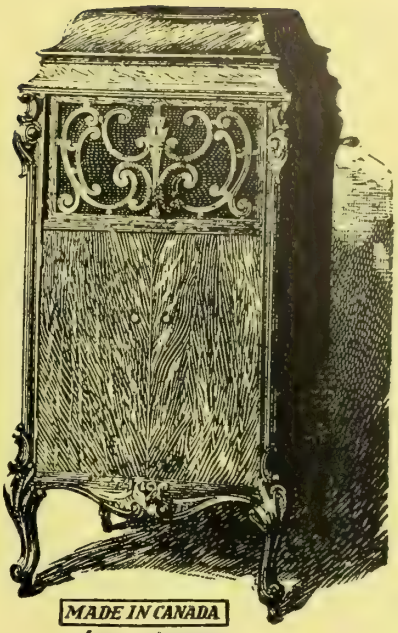
Norris-Patterson, Limited are now handling the advertising of the Monarch Knitting Co., Dunnville, hitherto placed direct.

Says

MR. F. A. TRESTRAIL
General Manager of the Musical Merchandise Sales Co., Toronto, of the accompanying 1554 line advertisement of the Brunswick Phonograph:

Let there be this COMPLETE Phonograph in your home this Christmas!

The
Brunswick
The Final Phonograph



MADE IN CANADA
$45 to $2500

It Had to Come

The Brunswick just had to be. In every industry the law of evolution applies, and, sooner or later, perfection is attained.

Just as we have seen the automobile perfected in the last fifteen years, so those in the talking machine industry have watched for the "Final Phonograph."

The Brunswick Phonograph, manufactured by a concern with millions at its disposal, that has watched and waited for fifteen years, marks the highest development in the phonograph field.

The Brunswick IS "All Phonographs in One"—an unusual phonograph that has frankly adopted the best features of all, and with some added refinements of beauty and finish, is prized to you without the necessity of charging for discarded models or experiments.

You must find out for yourself—investigate this instrument. It is the 100% phonograph. There are no attachments—no extras. The Brunswick unlocks the whole world of recorded music for you. There are no exceptions.

It plays better—looks better—costs less.

You can arrange easy monthly payments

Canadian Distributors
Musical Merchandise Sales Co.
204-6 Excelsior Life Bldg. . . . Toronto

Brunswick Phonographs Sold by These Leading Ontario Dealers

"It produced sufficient business out of town on the day the advertisement appeared to pay the cost of this advertisement."

All of which is just another confirmation of the fact that advertising prepared by Norris-Patterson Limited does bring results, as similar letters on file in our office will show.

If you find it difficult to get this kind of advertising for your own product, we should be glad to hear from you. Where shall we have the interview—in your office or in ours?

NORRIS-PATTERSON LIMITED

Advertising Agency

MAIL BUILDING

TORONTO

Is it really fair to put the blame on her?

Your filing clerk is not responsible for the way your filing system works; it's not her fault if it's *fundamentally* wrong. And you certainly can't blame her if she holds you up for that "wanted-in-a-hurry" paper—to close some important point in a discussion—to get some needed information.

You're responsible for the proper organization of your office, and everything that's in it—including your filing system.

This is the case in your factory; every operation is planned for your men; shop practices are standardized; all the thinking is done in advance—to save time, delays and clogged wheels.

The only difference between factory and office routine is one of function—*for efficiency both depend on organization.*

So your clerks are only responsible for carrying out the details of filing. And if your filing system isn't fundamentally right—in other words if it won't yield up the paper you want when you want it—is it really fair to put the blame on your filing clerk?

The "Office Specialty" Direct Name System of filing correspondence is a steel-trap, error-proof system of filing. Your filing clerk can't go wrong. Everything's worked out to act automatically—it's organization based on simple, fundamental principles.

Hundreds of business men in every kind of business have found this system the end to their "filing-and-finding-of papers" problems. The same benefit it has brought to them is offered to you—and backed by time, labor and money saving proof.

If this "getting-papers-when-you-want-them" question is bothering you, get in touch to-day with our nearest Filing Equipment Store and let one of our service men demonstrate its particular benefits to you. Or if you want a little more information about it before doing anything write to the nearest store for descriptive folder No. 1862.

THE OFFICE SPECIALTY MFG. CO., LIMITED
Home Office NEWMARKET Canada

Filing Equipment Stores at:

905 Toronto Montreal Ottawa Halifax Hamilton Winnipeg Regina Edmonton Vancouver

OFFICE SPECIALTY

LABOR SAVING OFFICE DEVICES — "O and E" — TIME IS MONEY

FILING SYSTEMS

Marketing
and Business Management

Edited by
W.A.Lydiatt

Marketing Your Product
and Building Public Demand

Advertising, of itself, can do a great deal but not everything—towards building consumer demand for your product. Good advertising will increase many fold the existing demand for a product, or create a market for a new article, provided certain fundamental principles are observed.

Some of these principles are:—
that the product—
fill a definite need,
be sold at a fair price,
be put up, or dressed, attractively,
be distributed so that people may obtain it easily through regular buying channels,
that the money invested be in proportion to possibilities of the market or the purpose to be achieved.

If you have an article of merit, we will be pleased to consult with you and place our whole organization at your service in the working out of the above and other principles involved in the building of profitable consumer demand.

A. McKIM LIMITED

MONTREAL TORONTO WINNIPEG LONDON, ENG.

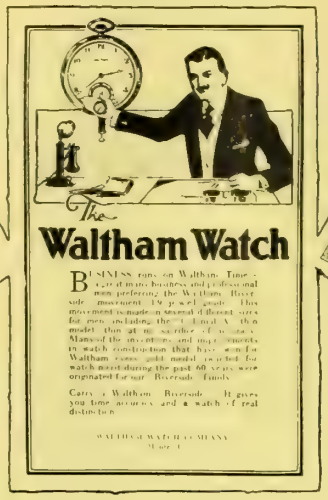
PUBLISHED AT TORONTO, CANADA

20 Cents a Copy

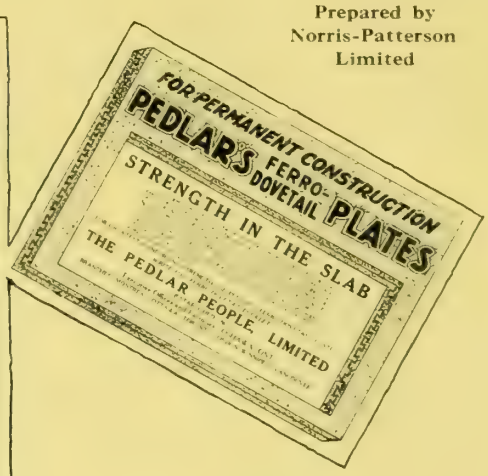
APRIL 1918

$2.00 a year

A few recent and interesting made-to-order advertisements.



Prepared by Norris-Patterson Limited



On "Ready-to-wear" Advertising

Some of Our Clients

ARLINGTON COLLARS
CANADIAN CHEWING GUM CO.
(Black Jack—California Fruit
—Chiclets)
PEDLAR PEOPLE
CUDAHY PACKING COMPANY
(Old Dutch Cleanser)
E. W. GILLETT CO. LIMITED
(Magic Baking Power)
GOSSARD CORSET COMPANY
INTERNATIONAL VARNISH CO.
MONARCH KNITTING COMPANY
BRUNSWICK PHONOGRAPHS
NORTHROP & LYMAN COMPANY
CANADIAN SHREDDED WHEAT CO.
STEELE, BRIGGS SEED COMPANY
TIP TOP TAILORS
UPPER CANADA COLLEGE
WALTHAM WATCH COMPANY
WILLIAMS PIANO COMPANY
A. R. WILLIAMS MACHINERY
COMPANY
WILSON LEY PAD COMPANY

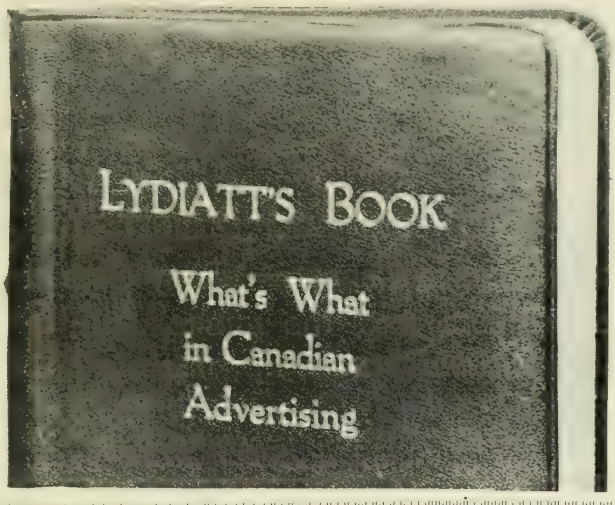
OUR ability to bring to the solution of advertising and sales problems a broad diversified experience coupled with an adequate technical equipment is best illustrated by the character of those whom we serve. Our success with the advertising of these representative firms follows naturally from a policy of dealing with each advertiser's problem on its merits. We have no "canned" ideas to offer no ready-made plans nothing "pulled from the pile." But any manufacturer or institution that really desires to know just how advertising may be profitably applied to the selling of a service or a product may do so by discussing the matter with us either in their offices or in ours.

NORRIS-PATTERSON LIMITED

Advertising Agency

MAIL BUILDING

TORONTO



Have You Sent For Your Copy?

ADVERTISERS' COMPLETE GUIDE TO THE CANADIAN MARKET

Characteristics each province and principal cities, describing their industries, resources, etc.; census manufacturers and agriculture, statistics population, (distribution race, religion, ages, occupations, earnings, urban and rural, dwellings and families, etc.); bank clearings, customs revenue, building activity, number autos, retail stores, industrial payroll, etc., by cities; imports and exports;—thousands of conveniently condensed, up-to-date figures indicating trade conditions and market possibilities.

ACCURATE DATA CANADA'S ADVERTISING MEDIUMS

Correct 1918 advertising rates, most reliable and complete circulation figures (indicating local, out-of-town, net paid and gross average separately, compared with year previous); column sizes, etc., all daily newspapers; which use mats and unmounted plates; similar data all magazines, agricultural, religious, trade and other class publications; cost poster and street car advertising by cities, number posters required, etc.; valuable suggestions for handling window displays, sampling, demonstrations—all facts essential to intelligent handling of advertising appropriations.

VALUABLE REFERENCE FACTS

COPY-WRITING, ENGRAVING, TYPE, DISPLAY, PROOF-READING, ETC.

Preparing copy to suit medium; selling power various kinds copy; description, specimens, cost various kinds engravings and how to order them; hints type selection with handy specimens most popular display types; table words per inch various type sizes; paper and envelope sizes; printing costs; proof-reading marks; color laws; uses and costs electrotypes, stereos, matrices, etc.; postal rates; customs charges, trade mark and copyright regulations; express rates, etc.—all things needful to know yet hard to remember, conveniently combined in the one book.

You Who Buy Advertising in Canadian Mediums

Be sure and get a copy of the

1918

LYDIATT'S BOOK

"What's What in Canadian Advertising"

5th Annual Edition **$2.00 a Copy**

Many changes in rates, in closing dates, publication sizes, frequency of issue, and in the relative standing and costs of competing mediums, many important new market statistics—literally hundreds of details and changes necessary to bring your information up-to-date—all accurately recorded and conveniently arranged in this wonderfully comprehensive little book.

AUTHORITATIVE RATE BOOK OF CANADIAN ADVERTISING MEDIA

More accurate and complete information as to rates and circulations of all publications than is found in the files of many agencies. Hundreds of the largest advertisers and agents in Canada, the United States and England rely on it very largely for the information they need in selecting mediums, making contracts, preparing copy, investigating the market. Even the best informed find it a dependable, time-saving, ready-reference. "We find it absolutely necessary in our work," say the advertising agents of Ivory Soap, in ordering this year's edition. A handy, pocket-size book, leather-bound, containing all the facts and figures busy advertising men constantly need. Everywhere recognized as the authority on Canada's advertising mediums. Not an agency directory or catalogue, but an absolutely independently compiled data and rate book for advertising buyers. Order your copy now.

Sent postpaid, on receipt of the price, $2.00

W. A. LYDIATT, Publisher - 53 Yonge Street, Toronto

The Best Marketing Mediums in Canada

WE put this question to national advertisers and advertising agency men: "Do you know of any other magazines in Canada—or any class of medium, for that matter, better "Sold" to subscribers and the public, and to national advertisers and agency men, *by publicity methods and salesmanship*, than are MACLEAN'S MAGAZINE and FARMERS' MAGAZINE?"

MacLean's Magazine is a Good Magazine

IT is good editorially, good in the matter of its contributors, in its art features, in its departments, in its clientele of readers. It is not only Canada's most largely circulated family magazine, but it is its *strongest* magazine.

60,000 Copies

are being printed—every copy necessary to fill orders. Yet the rate is based on 40,000 circulation, A.B.C. basis. New covers, new stock, and a larger issue are other points to note. Publicity in a virile medium of influence has double value.

Farmers' Magazine is semi-monthly

THE change from a monthly to a semi-monthly was made (1) to give readers more material—this since agriculture has become Canada's big business, and (2) to give advertisers more frequent access to a market that is so potentially rich. FARMERS' MAGAZINE goes to the richest class of farmers in Canada.

Semi-Monthly

Issue dates are the 1st and 15th of each month. Rate is based on 25,000 circulation. This is to be remembered: What subscribers to FARMERS' MAGAZINE do to-day their neighbors do to-morrow.

A CAMPAIGN of page spaces, page every issue (36 insertions in all) for a full year, in these two magazines, costs $3,578.40—about $300 a month. For this very moderate sum a national campaign of real influence, covering both urban and rural Canada, can be maintained. This publicity is effective on both CONSUMERS AND DEALERS.

Send for a copy of THE INTERPRETER a special publication that will give you some new thoughts and views about advertising in Canada. It is a challenge to intelligent space-buyers and agency men. Free on request.

The MacLean Publishing Company, Limited - - Toronto, Canada

Also at Montreal, Winnipeg, New York, Chicago, Boston, and London, England

MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO DOLLARS A YEAR

Vol. XII, No. 2 TORONTO, CANADA APRIL, 1918

CANADIAN PROBLEMS AND PROBABILITIES AFTER THE WAR

Will there be a depression and "hard times"—how we can plan and prepare now for the necessary adjustment? Will there be a sudden slump in prices? Questions which concern every Canadian business man ably discussed.

Written for Marketing by W. W. SWANSON

NO doubt the most imperative duty of Canada at present is the bending of every energy, and the exertion of every effort toward the winning of the war. Nevertheless it is false counsel, and futile as well, to suggest that plans for business expansions should be postponed until the conclusion of hostilities. Indeed, it is scarcely less imperative to prepare for post-bellum conditions than to throw ourselves heart and soul into the winning of the present struggle. War is abnormal, and the carrying on of commerce and trade, as well as agriculture, the essential and normal business of the people. And unless attention is concentrated on the problems of production and distribution right here and now, a staggering situation, fraught with dire menace, will face the country when hostilities shall have ceased.

Nor will it suffice to let well enough alone. True, orders have poured into our manufacturers and farmers for a hundred and one different products—from cheese and hides and wool to textiles, shells and ships. In sum total, since the outbreak of war, these orders have amounted to not less than $1,800,000,000, more than $1,000,000,000 coming from the Imperial Munitions Board alone. Industry has been keyed up to the highest point of efficiency, and Canadian enterprise subjected to the acid test of war. To their everlasting honour the manufacturers, bankers, merchants and farmers of the Dominion have measured up to the task with which they were confronted, and have proved beyond any possibility of doubt that the economic structure of the nation rests upon deep and solid foundations. This in itself is a great achievement.

BUT—WHAT OF THE FUTURE?

It is no way out to imagine or say that the future will take care of itself. The Great Powers of the world, in the midst of the stress and strain of war, have concentrated on the problem of production and distribution after peace has been signed. The Central Powers have devised a grandiose, though none the less menacing, scheme for the formation of an economic league, dominated by Germany, which will exploit the resources of that vast territory stretching from the Baltic to the Persian Gulf. The United Kingdom, France, Italy and the United States have forged in the fires of war economic instruments that will not be discarded with the signing of peace. The United States, in particular, has devoted time and money, under federally constituted boards and committees, to the gathering of data and the preparing of plans for marketing American products in South America, Asia, Australasia and the Old World. As yet we in Canada, as far as the extending of our trade is concerned, have planned little and accomplished less.

It is patent that the sudden withdrawal of war orders from Canadian industry will spread paralysis through the nation's entire economic life. As already remarked, war is abnormal and peace normal; and it is for conditions of peace, therefore, that active preparations must be made. What, then, is to be done?

KEEP IN TOUCH WITH YOUR MARKETS

First and foremost it is the imperative duty of every manufacturer, banker and trader to keep his goods and services familiar to the public eye, and in constant use. Many there are, so obsessed with the glamour of war orders and the factitious prosperity arising thereby, that they fail to appreciate, or even to understand, the vital significance and value of the marketing problem. Now the marketing problem is almost solely a selling problem; and the greatest instrument yet devised by the brain and ingenuity of man for the efficient and rapid marketing of products is advertising. It is a penny wise pound foolish policy to cut down on advertising appropriations merely because business, for the moment, is brisk; or because plants are employed to full capacity on war orders. Cease to appeal to the world, and the world will cease to appeal to you for your products.

An even heavier responsibility, however, rests upon the government, whether provincial or federal, for the maintenance of the Dominion's economic stability after the war. It is wise policy to cut down all unnecessary public expenditures and to refuse to undertake great public works during the course of the war. Such a plan is both sound and wise because the nation's financial resources must be made available at present for the winning of the war, and because the labour supply is fully engaged in private industry. With the coming of peace, however, a totally new situation will have been created. The process of demobilization will turn on the labour market between 350,000 and 400,000 soldiers, who must be employed again in the various trades and professions for which they have trained themselves in days gone by. Thousands of women and girls, as well as men, now engaged upon war orders, will look for employment elsewhere. It is not to be expected that Canadian industry, overnight, can adapt itself to such a great and precipitate change. The shock of war in 1914 proved too great for the trade and commerce not only of Canada but of such a powerful and rich nation as the United States—a nation moreover which was not then at war, and that had no intention of entering the field as a belligerent. Thousands, and tens of thousands, of men were thrown out of employment, and the commerce and trade of the continent paralyzed.

THE EMPLOYMENT PROBLEM

It is essential, then, that each governmental authority in the Dominion, not only hold over public work for the employment of labour at the signing of peace, but that the municipalities, the provincial governments and the federal government prepare plans now to undertake necessary and productive work when war orders cease, and when trade and commerce must be re-established along new lines.

It is sometimes thoughtlessly said that Canada has already too great an economic equipment for its present requirements—that the nation has overbuilt its railroads, undertaken too large a development of municipal utilities, and that extravagant and wasteful expenditures have been made on port and harbour construction. The contrary, nevertheless, is true. There has been a useless and costly paralleling of railway lines in certain sections of the country; but the West in particular is far from being overbuilt with railways. The Hon. J. A. Calder, recently Minister of Railways for Saskatchewan, estimated that that province alone requires an additional mileage of branch lines, to meet immediate requirements, of not less than 5,000 miles. The simple truth is that the nation's economic equipment has scarcely sufficed to meet the demands placed upon it by the war.

It is abundantly evident, therefore, that the various public authorities can economically undertake the construction of many public works at the close of hostilities. By so doing the threatened labour surplus, as well as the threatened unemployment, cannot materialize. Public enterprise will provide a demand for the innumerable commodities furnished by wholesalers, manufacturers and other producers; and as these orders are received the ordinary trade and commerce of the nation will revive. Trading, banking and merchandising will, under this policy and by this process, follow their normal course; and the possibility of waste and loss and economic dislocation be largely, if not entirely, eliminated.

WHAT IS NEEDED NOW

The plain fact is that, if the country formulates a wise and sound policy now, there need be not even a temporary industrial and commercial depression at the close of the war. In the country's industries the crisis will have been passed within a year or two after peace is signed; for it is quite patent that Europe must undertake a huge programme of economic reconstruction to make good the ravages of war. Aside from the great housing reforms promised for the United Kingdom—reforms that call for the spending of not less than $300,000,000 sterling, for the building of cottages alone—everywhere throughout the war area in Europe a huge building programme must be inaugurated. Be it recalled, in this connection, that not a single commodity—with the sole exception of steel—has been increased in quantity throughout the whole world, during the period of the war. There is a heavy shortage of textiles of all kinds, of building materials, of brick and stone, of lumber and iron work, of reinforcing materials, and scores of other vitally essential products. In the making good the depleted stocks of goods in Europe, Asia and America, Canadian manufacturers and traders should play a not inconsiderable role.

There is further ground for optimism when the possibilities, both present and future, of the prairie provinces are considered. The Hon. Charles Dunning, Provincial Secretary for Saskatchewan, estimated in his last budget speech that the annual output of products, mainly agricultural, of that province has now passed the $400,000,000 mark. And be it recalled that only about 15 per cent. of the land is under cultivation there, that the natural resources of the province have scarcely been scratched. Contrary to general opinion Saskatchewan is destined to be a great stock country also, even now ranking second in the number of head of stock possessed by the Canadian provinces. Alberta is prospering as never before in its history, the phenomenal prices for cattle and sheep bringing tens of millions of dollars to her farmers. The war found the West stagnant, with building and construction of all kinds dead. Practically nothing has been done in the way of added construction of buildings or the development of public utilities, in the West, since the outbreak of war; and it is safe to say that when once more the tide of European immigration flows to the prairie provinces an era of expansion will set in such as has never been witnessed before in the history of the Dominion.

It is clear as crystal that Canada's economic equipment will be put to the test, even more severely than during these days of war, in the immediate future when home-seekers once more flood the prairies. It is high time, therefore, to put an end to carping criticism against the so-called extravagance of the decade of construction that ended with 1914. The facilities provided, and the public works undertaken, in the towns and cities of the West will scarcely suffice to cope with the after-the-war immigration problem. There will

(*Continued on page 22*)

IS GOVERNMENT ADVERTISING "PATRONAGE"

Issue forced by efforts of a few publishers to penalize Government advertising. Characterized as "profiteering" of worst kind by other publishers, who protest to Premier against being identified with so unjust and unpatriotic a proposal. Ontario Government submits, but unlikely Ottawa authorities will do so. No warrant for demands which involve discrimination similar to that enforced against Toronto manufacturers by certain newspapers.

REPRESENTATIONS have been made during the past fortnight to Federal Government officials, ostensibly on behalf of Canadian publishers generally, seeking to penalize the Government in connection with its propaganda advertising.

If the publishers' terms for such advertising are to be any different than the published schedules of rates for ordinary commercial advertising it might be expected that the difference would favor the Government. This is the position taken by many patriotic publishers in the United States who argue that the Government should be given the benefit of each newspaper's minimum rate without regard to the amount of space used. But it is not the view of certain patriotic(?) publishers in Canada, who have been agitating to have their highest rates apply to all Government advertising. In some cases the most determined efforts have been made to secure rates two and three times those charged for commercial business, but without success.

Now it is insisted that publishers should receive in every instance gross card rates (which include payment for the service of publishers' agents). Should the services of these agents be taken advantage of by Government departments it is stipulated that the Government should pay an additional charge to compensate them.

Those advocating such a questionable form of patriotism assume to speak for the publishers of Canada generally. But there appears to be insufficient warrant for any such assumption. The "agitation" sifts down to a comparatively few publishers who presumably consider themselves strong enough to impose on the Government identically the same unwarranted discrimination which is admittedly practised by certain Toronto newspapers against Toronto manufacturers who use their columns. This flouts long-established and generally-observed practices in the publishing and advertising business, and is plainly discriminatory, as against the Government.

It is true that a resolution was passed at the last annual meeting of the Canadian Press Association recommending that Government departments deal direct with the newspapers, paying card rates, and that if agencies were employed the Government should compensate them. There was no attempt to justify this exceptional treatment. It was merely a recommendation, and no effort seems to have been made to insist upon it, except by a few individual publishers.

Since this resolution was passed, numerous Government campaigns have been handled in the usual way by advertising agencies, who were paid for their services by the newspapers, as provided for by their rate schedules and also by the regulations of the publishers' association. This procedure has not been unsatisfactory to the majority of publishers, who have received their customary commercial rates, without discrimination or exception.

The agitation for the abandonment of this established practice, at least with respect to Government business, has had the desired effect in Ontario and has now been carried to Ottawa. We hear of vigorous objections being voiced in parliamentary circles to publishers being "squeezed out of" the amount of agency commission. It is made to appear that the advertising agencies are grafting on the publishers and on the Government, if reports as published in the daily press are to be believed. Some publishers are reported to have been "kicking," as if to establish that advertising agencies were in a class with the much maligned "profiteers."

One result of this "kicking" is the following announcement:

> "Hereafter in the placing of advertising in newspapers throughout the province the Organization of Resources Committee will pay the full advertising rates to newspapers. The amounts payable newspapers have been subject to a deduction by the advertising agencies handling the advertising. The statement that an objection of the papers would be met was made at the public accounts committee meeting this morning."

In other words, Government Departments which avail themselves of the services of publishers' agents shall pay for such service twice over. The publisher must get his full "pound of flesh" and the pay of their recognized employees must be an additional expense to the Government. It is desired that the same policy should be enforced in Ottawa with respect to all advertising for the Dominion Government.

If there is any charge of "profiteering" at whose door should it be placed, in view of these events?

For years editors have been clamoring for the abolishment of the patronage system. In recent months business men who have been accused of practises most bitterly characterized as "profiteering," have been repeatedly held up to public scorn. The prices of those furnishing supplies to the Government have been closely scrutinized, and where they could be shown to be higher than obtain in their regular trade there has been a great hue and cry about the lack of patriotism in such attempts to make the Government pay more for commodities needed in the prosecution of the war than obtain in the ordinary markets. What are we to think then of publishers who suggest the most serious reprisals unless the Government accepts their attempted dictation and pays them higher prices for

their space and the service connected with it than is required of ordinary commercial concerns?

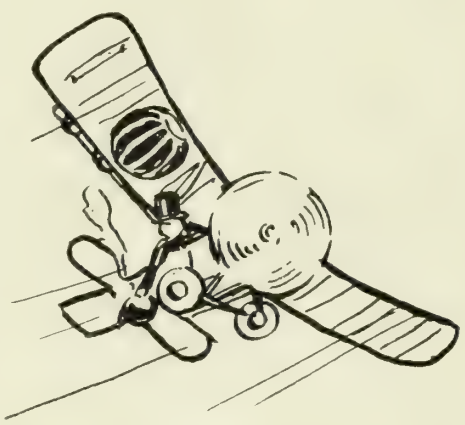
The question all hinges around that of patronage. Prior to the last couple of years, such advertising as the Government has done, or most of it, has customarily been placed only in newspapers which were recognized as supporters of the party in power. As a rule the orders were transient and accordingly transient rates applied. This may explain why the transient rates of so many newspapers are so much higher than their ordinary commercial display rates— but that is aside from the point.

Since the war began a new situation has developed. The Government has been urged to undertake numerous campaigns in furtherance of its war program. Beginning with the apple campaign, which was placed in the regular way through an agency at regular commercial rates, newspapers were used without regard for their political affiliations. It might be said that for the first time the Government conducted an advertising campaign without regard for political or patronage considerations. In this respect, the same policy has applied to the numerous campaigns since undertaken by the Dominion and Provincial Governments.

But some publishers have persisted in holding to the view that Government advertising was patronage, or a reward to them for political services rendered. This view no doubt has actuated the occasional demands for preferential rates. In two cases, newspapers which were recognized as prominent supporters of the Conservative administration sought to charge for Government advertising rates two and three times the customary rates, one of them jumping the rate from 8 to 25 cents a line.

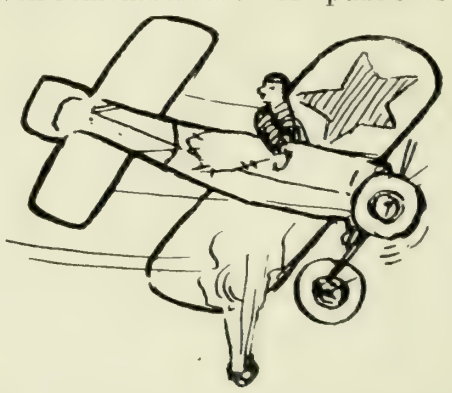
The question is an important one. The issue is clear-cut. Either publishers are to be considered as lined up to collect tribute or rewards for political services rendered. Or their advertising columns are at the service of the Government as a commodity to be bought and paid for as may be required, *on the same basis* and *at the same rates* as obtain for commercial advertising similarly inserted.

It is largely for the publishers themselves to decide. And it is about due that their exact status and attitude regarding Government advertising should at once be clearly established. It is



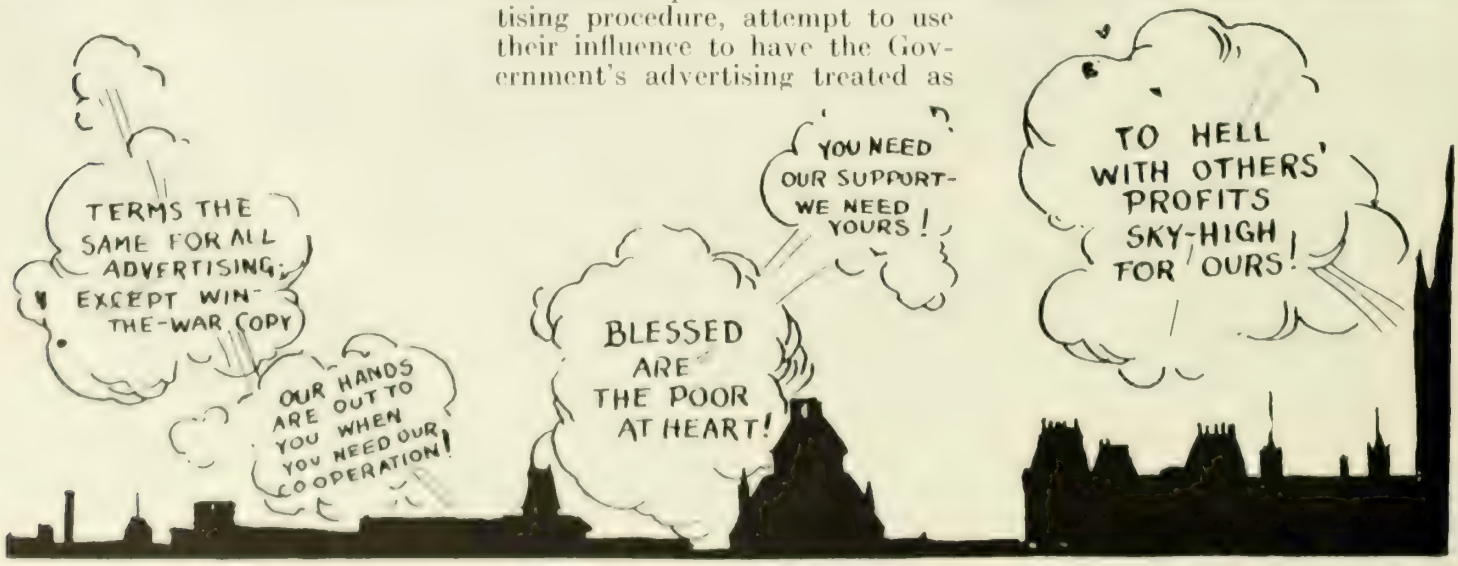
due the Government and the people of Canada at this time that the attitude of publishers respecting these questions should be definitely stated and clearly understood. The Government's prosecution of war business should not be embarrassed—the position of all publishers should not be so grossly misrepresented —as it is by the carping, "kicking," grasping few, who, ignoring established practices in advertising procedure, attempt to use their influence to have the Government's advertising treated as something special, of the nature of political patronage, out of no part of which they should be "squeezed."

There has been much argument of late in the newspaper trade press in the United States over the refusal of the U. S. Administration officials to conduct paid advertising campaigns. On the one side it is argued for the Government that to pay for advertising would open the way for a subsidy of the press that would be "fraught with the gravest of dangers to our institutions." Congressmen from one section and another would be appealing for funds to buy space in papers of their localities, each desirous that his constituents should be well-remembered. A publisher



who received less than he thought himself entitled to would nurse a grievance against the Government, etc., and that the Government could not buy advertising in any periodical without using all alike.

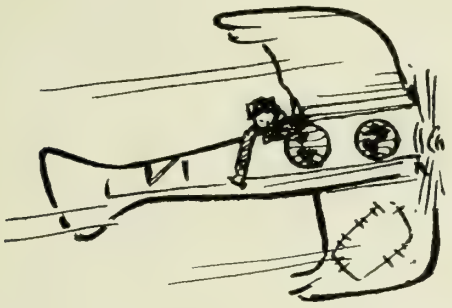
For the publishers' side this point of view is characterized as an insult and a "serious charge against the integrity of the newspapers and of the advertising industry." Mr. John M. Imrie, manager of the Canadian Press Association, is quoted as saying that "the Canadian Government


TERMS THE SAME FOR ALL ADVERTISING; EXCEPT WIN-THE-WAR COPY
OUR HANDS ARE OUT TO YOU WHEN YOU NEED OUR COOPERATION!
YOU NEED OUR SUPPORT- WE NEED YOURS!
BLESSED ARE THE POOR AT HEART!
TO HELL WITH OTHERS' PROFITS SKY-HIGH FOR OURS!

A [illegible] of Ottawa by "[illegible]" publisher

recognizes that advertising space is a commodity to be purchased as required and paid for as purchased, the same as any other commodity."

But he does not say that "*Canadian publishers recognize that* advertising space is a commodity to be purchased as required, etc." by the Government on the same terms as by any other interests desiring to make use of it for business purposes. Can Mr. Imrie, speak-



ing for the Canadian Press Association, say this—and will the publisher-members back him up?

Many would, without a doubt. Then why seek to refuse the Government Departments the privilege of buying space as required, at the customary rates and through the customary channels, the recognized official solicitors of the Canadian Press Association publisher-members, as is contemplated by the resolution passed at the C.P.A.'s last annual meeting. Why is the Government asked or *required* to deal direct with the newspapers, and pay a surcharge for agency service? Why do some publishers insist on special "Government rates?"

Accounts for advertising done by the Ontario Government during the past year came up for review before the Public Accounts Committee a couple of weeks ago, when it developed that "the newspapers are kicking at not dealing directly with the Government—they consider there was no reason why they should be squeezed out of that money"—referring to the agency commission. (We quote from reports published in the daily press).

The vigor of this "kicking" and its result is indicated in the announcement previously quoted

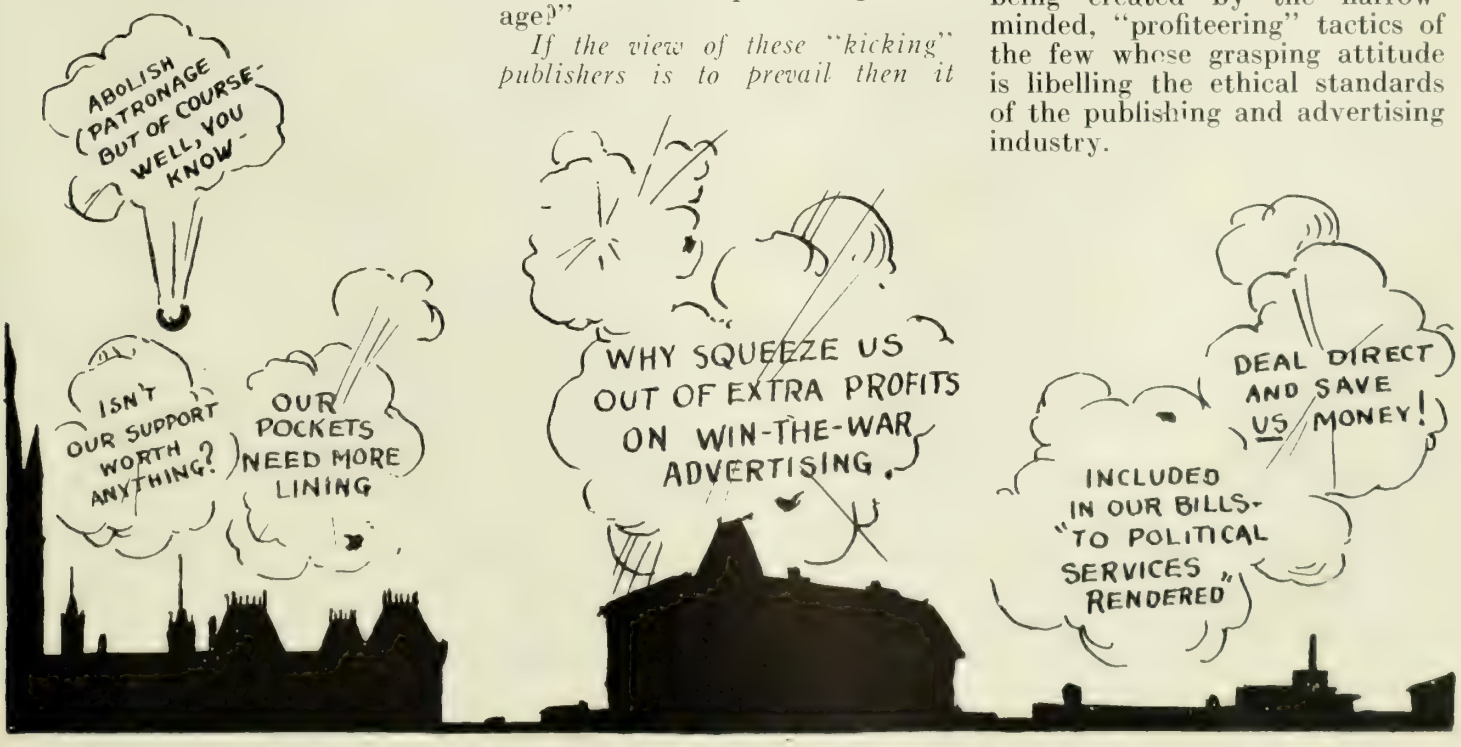
as declaring the future policy of the Ontario Government.

Is this "recognizing that advertising space is a commodity etc?" Does this "kicking' support the contentions of those in the United States who argue that "it is inconceivable that Government advertising would be treated on the basis of political patronage?"

If the view of these "kicking" publishers is to prevail then it does not seem possible that Government advertising can continue or develop without at the same time developing a scandal of first-rate proportions.

Unquestionably, the "kicking" and demands of these patronage-seeking publishers has had and will continue to have the effect of discouraging Government advertising. There has been repeated evidence of this. The officials of the Canadian Press Association are assuming a great deal when they claim credit for the development of some twenty-six different Government campaigns. Information which can be accepted as authoritative is to the effect that the efforts of the Canadian Press Association have had nothing to do with the launching of a number of these campaigns, particularly in recent months—and that their attitude and activities have, instead, tended to discourage the launching of campaigns which have been considered, if not actually planned.

If there are publishers whose attitude and "kicking" justify the belief that the Government cannot advertise in newspapers on a non-political, non-patronage basis, without embarrassment, there are also publishers who represent the other extreme. In our opinion they constitute the majority. But as usual the few who kick up a fuss greatly magnify their own importance. It is about time the publishing interests of Canada awakened to the seriousness of the situation being created by the narrow-minded, "profiteering" tactics of the few whose grasping attitude is libelling the ethical standards of the publishing and advertising industry.


ABOLISH PATRONAGE (BUT OF COURSE- WELL, YOU KNOW-
ISN'T OUR SUPPORT WORTH ANYTHING?
OUR POCKETS NEED MORE LINING
WHY SQUEEZE US OUT OF EXTRA PROFITS ON WIN-THE-WAR ADVERTISING.
DEAL DIRECT AND SAVE US MONEY!
INCLUDED IN OUR BILLS- "TO POLITICAL SERVICES" RENDERED

Uncensored report. "No panic, therefore damage slight."

We hope there will be more protests like that recently made to the Ontario Government officials by the Ottawa newspapers, from which we quote:—

"We wish to disavow any responsibility for the impression which your Committee appears to have obtained, that we object to publishing the propaganda advertising of the Ontario Government on the same basis as commercial advertising and the advertising of the Dominion Government. Indeed, we do not wish to be parties to any plan which involves your Government paying more for its advertising than the Dominion Government or a commercial advertiser; and you will consult our wishes (if your advertising is to appear in our papers) by permitting us to remunerate the advertising agent in the usual way, by allowing him the usual commission upon the contract.

"The advertising agents are "recognized" as official solicitors of general advertising by the Canadian Press Association, of which every worth-while newspaper is a member. The method of payment is by commission on the business they produce. It is true they perform services for the advertiser in the preparation and checking of advertising, but the advertising tariff of every daily newspaper is arranged so that this service is actually paid for by the advertiser, although at first glance it would appear to be paid by the publisher."

"In the last few days propaganda advertising contracts for the Dominion Government have been sent to all daily newspapers by one of these advertising agents. These contracts provide that the publisher shall pay the agent's remuneration. Under the plan of dealing direct with the newspapers paying full card rates, as announced, your Committee will pay the newspaper its net rates, plus the remuneration allowed by the publisher to advertising agents (included in his rates) and on top of that a service fee to the advertising agent. The result will be that your advertising will cost you more than a like amount of space of a commercial house or of the Dominion Government. We would be glad if you would note the fact that we do not wish to be parties to a plan which involves such a surcharge."

The situation created by the tactics of these "profiteering" publishers is regarded by a number of Canadian publishers as so serious a reflection on their honesty and patriotism as to call for a further protest to the Ottawa authorities as voiced in the following letter delivered to Premier Borden two weeks ago:

Ottawa, March 18, 1918.

The Right Hon. Sir Robert Borden,
Prime Minister of Canada,
Ottawa.

Sir :—

The terms and conditions upon which the so-called "propaganda" advertising of the Government should be placed with, and accepted by, the daily newspapers have been the subject of discussion at various times between publishers and the various branches of your Government.

It has been considered also by the Government of Ontario, one department of which—the Organization of Resources Committee—has arranged its current advertising campaign on the terms that the publishers are being paid their full rates net, while the Resources Committee is paying the advertising agent a service fee in addition. The result is that a given amount of advertising is costing the Ontario Government considerably more than it would cost a private commercial advertiser, and more than it would cost your Government on the basis of your recent advertising campaigns.

Learning of this condition in Ontario we wrote to the Chairman of the Ontario Resources Committee a joint letter (copy attached) stating that we do not wish to be parties to any plan which involves the Government of Ontario paying more for its advertising than the Dominion Government or a commercial advertiser, and we have since refused to insert the advertising except on commercial terms, namely, that we, and not the Government, shall pay the commission or remuneration to the advertising agent. Subsequently it became known that similar suggestions had been made at Ottawa, but, so far as we are aware, no decision has yet been reached to alter the mode of placing the advertising of your Government, namely, on the same terms and conditions as commercial advertising. We thought it well to secure the opinions of some of the leading newspaper publishers by sending them a night letter (copy attached), and their replies herewith indicate that our ideas are shared by many of the more important daily newspaper publishers in Canada.

For your information, it might be explained that these advertising agents are the representatives of the newspapers in securing national advertising; that is, advertising which is not purely local in its nature. They also perform useful service to the advertiser in preparing his advertisements, etc. Their remuneration is a commission on the gross amount of the advertiser's bill—the publishers' advertising rates or charges being arranged so as to include both the cost of selling

(*Continued on page 27*)

THE ISSUE IS CLEAR

Either advertising space is a commodity, having a definite market price to all comers, or it is not.

Either advertising agencies are the recognized official solicitors of the publishers, having clearly defined functions, duties and rights, or they are not.

Either publishers' rates as set forth in their rates cards, include a fixed and uniform commission to these recognized agents, as payment for the services they perform, or they do not.

Either advertising can be bought as a commodity, when required by the Government at prevailing market prices, through the customary channels, without personal, political or patronage considerations, or it cannot.

Either non-political advertising done by the Government represents a business-like purchase and use of a commodity having a definite price, purchasable in the same way and on the same terms open to any business institution requiring the same commodity—or it represents "little crumbs of patronage in the way of advertising," dispensed for political services rendered, without consideration for the value of the service involved in the space used.

HOW WE CREATED NEW SALES POLICIES

Some of the interesting developments of Eveready flashlight "name-contest" a year ago.
What was learned during a year's contract with 55,000 dealers of all sorts.
Told in an address before the advertising Club of New York.

by Marquis Regan, Sales Promotion Manager Eveready "Daylo"

EARLY in 1917, one year, ago, the American Ever Ready Works, originators and manufacturers of portable electric lights, commonly known as "flashlights," faced a certain combination of facts which made it necessary to create some new sales promotion policies—new in the sense of doing many things in many ways that we ourselves had not utilized before in our twenty years of existence.

To outline this situation I must refer briefly to our 1916 campaign, the best-known feature of which was our name contest, in which we offered $3,000 for a better name than "flashlight."

DETAILS OF CONTEST.

The details of this contest I need hardly review, as the campaign, so far as the public was concerned, has been rather widely discussed by advertising men. Briefly, we advertised the $3,000 prize in our regular list of magazines during September and October, 1916; and during the contest period of one month we received 531,000 suggestions for a name to take the place of "flashlight." We spent four months and $8000 sorting and filing the entries, and the following April announced that our flashlight product would hereafter be known as Eveready Daylo, and that we had paid $3,000 to each of four contestants who submitted the name.

From a publicity standpoint there seemed little to be desired that was not accomplished. The news of the contest spread not only into the most remote corners of the United States but all over the entire world. It was almost impossible to find an individual anywhere who did not know there was such a contest. There was no class of business or profession and no grade of wealth or poverty that was not represented among the contestants.

High-priced executives, state governors and mayors sent in their suggestions, in company with colored brethren from the South and sweat-shop workers from the East Side of New York City. Names were cabled from China and telegrams were as common as magazine circulars on an advertising man's desk.

The delay in making the ward intensified the excitement, and the $3,000 checks were presented in four different cities located in four different states with all the fire-works and publicity, mayors and governors making the presentations to the accompaniment of movie machines.

FEATURES OF THE CAMPAIGN

It is possible, however, that you may not be familiar with these underlying features of the campaign:

1. We did not need a new name, the word Eveready in itself being quite adequate for trade-mark purposes, but we did need to let the public know that Eveready did not necessarily mean a safety razor and we did need to wake up the great American public to a consciousness of our product and its uses.

2. Our actual expenditure for advertising space in announcing the contest was only about $20,000, all in the magazines. But how it did pull! The real reason for the deluge of contest entries was the 5,000,000 contest blanks distributed by nearly 50,000 dealers, and the window and store displays they made to tell the public about the contest.

Most of our heavy expenditure, about $150,000 went into materials for dealer use and distribution. During the contest month dealers and jobbers spent $25,000 of their own money in local newspapers, and in April, 1917, when the awards were announced, they spent $30,000 with our own newspaper advertising in 500 cities. That's going some! If we'd had foresight to provide 24-sheet posters for them to put up, we'd probably have been sorting contest blanks yet!

ORGANIZED DRIVE BY THE JOBBERS

3. But back of the dealer effort was an organized drive of more than 500 great jobbing houses and their 10,000 travelling salesmen. A jack-pot prize contest for $2,000 enlisted more than 60 per cent. of these in a contest among themselves based on their sales to dealers for one month previous to the contest. They proceeded to swamp us with business, stock up the dealer and sell him the contest campaign idea before a line of our publicity appeared.

4. We hung up $4,000 in cash prizes to the dealers for window displays to be made during a given week; and the stream of requests for contest blanks readily persuaded the dealer to maintain his window display for the entire contest month. Sixty days after the contest closed I visited a little town down in Virginia and saw the contest window display still in. That dealer may not know the Civil War is over, but he told me that he turned-over his stock of Eveready "flashlights" and batteries three times during the contest month. He simply didn't have the heart to take the window display off the job.

SOME REACTIONS

As a campaign in which the cooperation of the trade was enlisted to an amazing degree, we felt compelled to vote the proposition a winner. Allowing for disappointed contestants, for disgruntled salesmen and dealers who didn't win expected prizes, and for the inevitable result that

thousands of bright minds were bound to be disappointed in the name selected, no matter what it might be, we still knew that a high-water mark in cooperative effort had been reached.

But the old saying about water seeking its level could not fit better than it does in the selling game. "Action and reaction are equal and opposite in direction," they taught me in school; and as soon as the Christmas rush was over we found the reaction had set in with a vengeance. By the time we had cleaned up the contest nearly half the year of 1917 was gone, and everybody tended to drop back into his own rut of doing the ordinary.

We didn't have to wait until the contest was over, however, to realize that we had acquired "bowing acquaintance" with more dealers than we could possibly keep on our visiting list, year-in and year-out. As you perhaps know, we have the fortune, good or bad as the case may be, to sell through more dealers than almost any other manufacturer. The entire electrical, hardware, drug, stationery, sporting goods and jewelry fields are represented among our distributors and dealers.

GREAT NUMBER OF DEALERS

By the close of the contest our mailing list had grown from 23,000 to 55,000 retailers. No manufacturer of a specialty product, which is a side-line with the dealers and incapable of growing to the point where he could live on the proceeds, could possibly afford to co-operate closely with 55,000 dealers unless the average sales volume of each could be raised to a certain mark several times higher than the usual total for side-line specialty products.

On the other hand, looking at our possible market, we realized that our distribution tremendously exceeded our possible demand. Briefly, the elements to be considered were consumer cost and buying ability, the value of the product to the consumer, difficulties of making him realize the importance of continued "flashlight" use, the education of the dealer in selling the product so that it would stay sold, insuring repeat orders for batteries and bulbs, and the fertilization of the entire consumer field to the extent necessary to maintain and increase demand, the selling efforts of an almost perfect national wholesale distributing organization.

OBTAINING REPORTS

Our first step was to take a census of our dealers and for this purpose we prepared a very complete report form with the underlying idea of finding out who were the most desirable dealers in America. Every vital fact regarding the dealer's business standing, location, stock and display was required. Above all we wanted to know his attitude towards the Eveready line. The facts relating to competition were carefully covered. Our own sales organization of 100 men obtained these reports on their rounds during the entire year of 1917. When the expense accounts for automobile and garage hire to cross-road stores and "tank" towns began coming in, we realized that there was a limit to human endurance, at least in the expense end of the business, and called in all the report forms not yet filled in for the small localities.

In the meantime we had cut out all miscellaneous mailing of display materials and had created certain standards, supplying our own men with such timely display stuff as they could carry on their rounds. These they were required to place in the window or store and report doing so in each instance, on a special form.

$3,000. for the best name suggested to take the place of flashlight
EVEREADY
The Product that has outgrown its name—"FLASHLIGHT"
TWENTY years ago, when the harnessing of electricity was still much of a novelty, when automobiles were three parts joke and one part hope deferred, a man with a vision dreamed of carrying a pocketful of electric light into the dark, ready for instant use.
Out of this dream grew the first flashlight—an EVEREADY with a battery the size of a watch and an electric bulb no larger than the end of your finger. When, for a second or so, it flashed its tiny stream of light, people cried: "Wonderful! But what's it for?" Its novelty appealed. Its future world-wide usefulness was unrealized.
Even after people began buying these new lights to carry around in the dark, EVEREADYS were still literally "flashers" or flashlights, and years of ceaseless effort were necessary to the development of a battery capable of giving hours of continuous light. Also in those early days there were no miniature electric light bulbs on the market—and the man with the vision had to create them. So, finally, came the perfected EVEREADY, with its long-lived Tungsten battery and brilliant Mazda bulb—an EVEREADY that has outgrown the old term *flashlight*. Therefore we offer a reward for a name to take the place of flashlight, a name worthy to stand with EVEREADY. We want a new word, a *coined* word, something that we may protect and that will indicate the service of EVEREADY lights. $3,000 will be paid for the best suggestion. This is your opportunity.
Fifty thousand dealers will feature EVEREADY window displays beginning October 7, 1916
Fifty thousand dealers will then be prepared to distribute EVEREADY contest blanks. Get your blank at once, read the contest rules carefully, then fill in your suggestion and mail direct to us.
This contest is absolutely free to all. It is open from October 7th to November 7th. In case two or more contestants submit the name selected the full amount of the prize will be awarded each.
American Ever Ready Works
Long Island City New York
Canadian National Carbon Company
Go into the nearest store where EVEREADYS are displayed and ask for a free EVEREADY Contest Blank

A page advertisement in the Saturday Evening Post, announcing the contest which resulted in 531,000 name suggestions and a lot of valuable experience

Naturally, these sales helps were tied-up as closely as possible to our national advertising, which is based to a large extent on Eveready Daylo uses at seasonable times, such as out-door and vacation, in-door for the household, and so on.

Meanwhile we prepared a questionaire to take the place of the special report form and mailed this to 10,000 small-town and cross-roads dealers whose reports had been turned back by the men. The feature of this questionaire was an invitation for suggestions and criticisms. The first round of this mailing brought back nearly 3,000 replies out of the 10,000.

THE DEALER'S VULNERABLE SPOT

But the most valuable thing we discovered was the dealer's vulnerable spot for sales approach, namely, the opportunity to make him realize that a great, big corporation is not too big to listen to the trouble of the smallest dealers and to back up its product and satisfy him whenever his jobber's service or the goods themselves have not entirely pleased him.

The result has been special correspondence organization to handle individually the letters that result from putting this idea across to dealers of all sizes all over the country. A salesman hearing kicks and complaints gets hardened in time and soon gets to reporting only what he considers absolutely necessary. A real letter from the home office often makes the dealer change his entire attitude, and, believe me, it pays, no matter what it costs to produce. It also helps us check up our distributors and improve our service all along the line.

I want to summarize briefly some of the conclusions we have reached in our varied contact with all sorts of dealers. Like all general conclusions, every one of them is proved by exceptions to the rule. Please bear this in mind:

LEARNED FROM DEALERS

1. National magazine advertising as a means of enthusing the dealer to special effort has largely lost its punch because the average good dealer of to-day expects to sell advertised products. The exception to this occurs when such advertising either contains a great selling idea or centers attention on some particular period of time. In saying this, I do not minimize the value of the magazine for national fertilization of the consumer field. It has no substitute.

2. Nothing cools more rapidly than dealer enthusiasm, and if created only spasmodically it becomes increasingly harder to rekindle.

3. Continuous dealer effort, even within striking distance of the advertising man's hopes, cannot be maintained twelve months in the year. Nor will supplying the dealer with fine sales helps produce his maximum effort unless centered on definite campaigns at definite periods of time.

ORDINARY DISPLAYS DON'T DO

4. Ordinary window display ideas will not get the right percentage of dealer display. If the manufacturer cannot cover his trade with unusually good window display material and particularly with a striking message featured, he had better divide his dealers into two groups as we have done and establish simple standards for the great mass of dealers and special stuff for the special sales and advertising. In our own case, we have laid out intensive campaigns on a three-year's program, covering the cities of 50,000 population and over during 1918.

We shall use the newspapers in a real news way only, advertising new features of our line, and publishing the names of dealers cooperating. And back of this news campaign we shall establish a poster campaign that will say Eveready Daylo necessity more powerfully than it has ever been done before.

For such local campaigns you cannot possibly take too much trouble in the designing and planning of special windows, and, if you haven't the talent in your own organization to create displays with the right selling punch, turn the job over to the specialists and use them the way you do your agency.

THE COOPERATION YOU'LL GET

5. Figure out how little actual selling effort the dealer is going to put behind your line and then cut that in two. As an offset, you can make the influence of your advertising subjective on the dealer by seeing that goods, store display and window display all keep reminding him that he must sell your goods to pay for all his trouble as well as making it easier for him to interest his trade.

6. If you must discriminate between dealers in the amount of cooperation given, concentrate and clean-up each locality as you go along. Spotting "Blue List" dealers all over the country sounds fine on paper—until your salesmen and jobbers begin reporting the business you are losing.

7. Don't bite off more than you can chew. Only continuous contact and everlasting repeat work will keep dealer effort up even to a very modest mark. If you are content to grow slowly and let increased demand stimulate dealer effort, this may not be important to you. But if you sell a high-class product and are the leader in your lines and must protect yourself constantly against cut-throat competition, then you are obliged to guard your dealer's trenches.

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ADVERTISING THE GOSPEL

The growing interest in advertising among church-workers is illustrated by the following, which appeared in the Calendar of Trinity Methodist Church, Toronto, for Sunday, March 17th:

"DO you believe in the vital power of advertising? The whole fabric of commerce, industry and trade is interwoven and re-inforced by vigorous advertising. Therefore, I feel safe in assuming that you appreciate its effectiveness. That brings us on common ground. Now, let us keep step. As a believer in advertising, has it occurred to you that the greatest commodity in all the world—the Gospel—is the least advertised? Thousands of examples could be cited, but one will illustrate. Toronto morning and evening editions of the past week contained a full page ad. of a well-known periodical. It announced certain articles, by reputable writers, which would appear in the current issue. The ad. was worthy of the periodical represented. You admit it. So we are still in step. Now, once more. Have you ever seen a full page ad. of the Gospel Story in our daily newspapers, advertising the greatest message, the greatest Book, and the greatest writers of this and all other ages? The publishers of the magazine I refer to frequently use a full page for two reasons. They believe in their message, and they are seeking dividends. This brings it home to us. Do we believe in the Gospel message? Will the message pay dividends?

Advertising the Gospel may be accomplished in many ways. Write me your most thoughtful impressions of this problem, if you believe it to be vital to this new age. Editor."

HOW GERMANY GOES TO MARKET

An explanation of Germany's phenomenal rise as an industrial nation and world-trader. Some of her marketing methods Germany's cartel system—dumping system —in establishing herself in foreign markets

Written for Marketing by JOHN C. KIRKWOOD

GERMANY'S initial plans for the conquest of the world by trade went forward before the outbreak of war with precision and celerity. Her flag followed her trade. German foreign traders were the locomotives that drew the Junkers—the militarists—to China, South Africa, South America, and Indiawards—yes, and Canadawards.

It was in the decade 1890-1900 that German trade saw its greatest development; her trade expansion during that time remains to this day a thing of wonder. Her factories multiplied, and were made gigantic in size—equal to all probable requirements for many years ahead. Efficiency in workers and methods became a passion; to produce at minimum cost was a prime objective. This led to deliberate over-production, so far as domestic consumption was concerned, which circumstance compelled German manufacturers to seek foreign markets.

So arose Germany's mercantile marine, made great and prosperous under Herr Albert Ballin; and keeping pace with the building of the ships of commerce was the naval programme for the building of the ships of war.

When Germany entered the lists for world-trade, she found herself far behind other nations in her knowledge of markets besides being a complete stranger to prospective customers. All other world-trading nations possessed advantages and connections not shared in by Germany; but this circumstance merely served to spur Germany on to mighty endeavor. If a latecomer, she meant to overcome this and other handicaps by energy and finesse and by guile, if need be. So diligently and brilliantly did Germany go about her new business that in the short period of 25 to 40 years she became a most formidable rival of Great Britain, France, Portugal, the United States and all other countries in the quest for trade, and had even actually driven some of her rivals out of the market in regard to many special lines of manufacture. How did she do it? It is the purpose of this contribution to MARKETING to supply an answer to this question.

FAMILIARITY with Germany's trade methods, but not necessarily imitation of them, will enable us in Canada to go about the important business of organizing for world-trade after the war.

Canadian trade organization is being urged by S. R. Parsons, President of the Canadian Manufacturers Association, and others, conspicuous among whom is Colonel Carnegie, member and ordnance advisor of The Imperial Munitions Board. Also there has been formed an association, called The Canadian Industrial Reconstruction Association, which will concern itself with the problems of organized trade.

In view of the new and growing interest in post-war world trade, and Canada's part therein, the accompanying article by Mr. Kirkwood is timely.

GERMAN EMIGRATION HELPED GERMAN TRADE

It will make what follows better understood if it be known that during the 80's of last century, prior to Germany's heyday of industrial development, there was a very considerable emigration from Germany to the United States to the South American States, to Asiatic and African countries. This emigration was due to dissatisfaction with conditions at home; it was a quest for greater freedom, greater opportunities, greater prosperity. So were planted colonies of Germans in overseas countries, and even in England and France. These bodies of Germans later on were exploited by the German traders and by the German Government, and were promptly responsive to all solicitation. Also it is to be noted that Germans, when they go to other lands to live, remain an exclusive class; they are not an assimilative people. Their love of the Fatherland remains, and so they became immediate and useful customers of German traders when the cultivation of foreign trade began, and the willing agents of the German Government when it began its political intriguing in foreign lands.

CARD-INDEXING THE WORLD.

When German traders planned their solicitation of foreign trade they made themselves thoroughly acquainted with their markets. Their procedure was based on accurate and ample information. They went about the business of acquiring and collating information in the most thorough way. The Schimmelpfeng Information Company, a private company, had branches in all parts of the world and card-indexed practically every firm, manufacturing, jobbing and retail, in every country in the world. It was the boast of this company that it could supply recent, correct and complete information on any firm the world over in the space of five minutes.

By an extensive system of well-trained Consuls, Germany was aided in her collection of data and useful information of every description, and these Consuls were of great assistance to representatives of German firms, who leaned heavily on the Consuls for needed guidance and introductions. These Consuls were no mere office-holders; they were diligent and highly-trained German trade propagandists.

THE GERMANS ARE GOOD MERCHANTS

German traders made themselves thoroughly familiar with the classes of goods used in and desired by the countries where they sought business; and were ready to supply these goods in the form desired. In this they were wiser than the British trader, whose disposition is to supply goods made after the British pattern, without variation. Any suggestion made to the British manufacturer to adapt his products to the special requirements of foreign countries is rarely welcome, and generally resisted.

(Continued on page 130)

SOLUTIONS OF WAR-TIME SELLING PROBLEMS

How various firms are adjusting their sales-organizations to meet over-sold or trade restricted conditions of war-time.
Continued from March issue.

HERE in Canada there has been a governmental movement on foot to limit in the food trades the frequency of salesmen's calls on the dealer. In the United States a good many companies have already started definite action along this line. In large cities it is the custom among wholesale houses to have salesmen call on good customers very often. In some cases rounds are made almost daily. To do this, of course, required the services of many salesmen. When enlistment depleted sales forces, it became necessary for many concerns to have salesmen who remained with them cover more territory. This meant less frequent calls, and left an opening for competitors, who may have lost so many men to edge their way in.

To avoid losing their customers in this way, some wholesalers are using the telephone to supplement the efforts of the salesman. One man, who has a winning voice and who is thoroughly familiar with the stock, spends all his time at the telephone. Calling up a customer he says, "Mr. Downs, our salesman, Smith, won't be able to get around your way for another week. In the meantime, isn't there something we can send you?" Of course he varies the solicitation to suit the occasion. This plan is producing splendid results.

LOANS MEN TO OTHER COMPANIES

But probably the strangest plan used to perpetuate the sales organization during the war originated with one well-known corporation. Not having any immediate occupation for its salesmen, it offered to loan them to other high-grade concerns, agreeing to continue paying the men's salaries, provided the other house would pay their expenses. This offer brought enough acceptances to give employment to the men, although let it be said that the firms accepting the proposition insisted that they pay the men's salaries as well as their expenses.

In arranging for the temporary occupation of its representatives on this basis, this corporation had a very definite object in view. It wanted to keep its men in fighting trim. It wanted them to maintain the habit of selling, so they would be prepared to tackle their own line when conditions are restored to normal. Above all, it wanted them to keep in touch with the trade, so they would not lose the good will that such intimacy builds. For this reason, this company offered the men only to concerns doing business through the same kind of trade. It offered to continue paying their salaries, even though they were working for someone else, because it felt in that way it would hold the men's loyalty.

One sales executive reports that retailers will give any salesman an order to-day if he can promise to deliver the goods. He says that merchants are storming hotels trying to find a salesman who can scheme some way of getting merchandise to them, despite the railroad congestion. Because of this congestion any number of manufacturers are now working their local trade more intensively than ever before. In some cases salesmen have been called in from far-away territory and put to working the points nearest home. It is a standing joke in sales circles that a manufacturer's goods are for sale in every community except his home town. For some reason or another many houses neglect home trade. But the present difficulty of getting goods to distant points has made neighborhood business look very desirable

There seems to be literally no end to the methods that can be used to keep the sales force busy and the whole selling end of the business active, despite curtailed production, transportation congestion and all the other difficulties. It is largely a question of adaptability, of having the spunk to keep on trying one thing after another until a plan is found that works

MORE LINES

One way of meeting this situation is by broadening lines. In a number of fields a war-time tendency seems to be at work away from specialization. Manufacturers who confined themselves exclusively to making apparel for women, for example, are now producing a few articles for men and, in some cases, for children also. In this way they more nearly approach the normal capacity of their factories and produce enough to keep their selling forces busy. Retailers are doing the same. The side-line has assumed an importance it never had before. It being put in everywhere. Even men's clothing stores are stocking articles that have a feminine appeal. Women's coats of a mannish style have found a ready sale in men's stores. One clothier has put in hosiery and gloves for women and reports the addition to be a success. And why not? It is becoming the custom for men to bring along a feminine censor whenever they buy clothing. Furthermore, women, are constantly going into such stores alone to buy gifts, boy's apparel, and other masculine articles. While there, if they see something they need themselves, what should prevent them buying it? Other side lines, such as automobile accessories and toilet goods, are being put in by clothiers.

Increasing the variety in retail stores in this way means that salesmen calling on this trade can logically increase the extent of the lines which they offer. A hosiery manufacturer, for instance, who has always been selling men's hose to the clothing trade, now offers hosiery for women as well. The dealer is already acquainted with the manufacturer's quality and service, and it is not difficult to interest him in another product

under the same trade-mark. In normal times the extension of lines in this way may not always be the best policy, but as a war-time expedient it is a plan not to be despised.

Not all houses, however, have increased their variety as a way to tide over the sales end. In the West there is an interesting case of a company which has pursued just the opposite course. It has abandoned its supplemental lines and is devoting its entire energy to its chief product. In this way it will be better able to chart its sales route through war's troubled waters.

Generally speaking, however, companies having several articles to sell, such as wholesale houses and manufacturers of a family of products, are in a more enviable position nowadays. With them sales conditions are not far from normal. Even though some such organizations have been obliged to discontinue some items, and are short of others, the line is still sufficiently large to keep the sales end of the business going about as usual. As a matter of fact, the present scarcity of merchandise is working out to the advantage of organisations having long lines. When salesmen have many things to sell they are inclined to specialize on a few articles and to neglect the rest. These salesmen are now unable to sell some of their old favorites, and are giving other products some of their attention.

The sales manager of a drug jobber could never get his salesmen to push the profitable specialties which he was anxious to sell. The men occupied their time in selling staples. Many of the staples are now so scarce that for the first time in their lives the men are now putting their efforts behind the specialties.

Many jobbing houses are now more willing than ever to consider good propositions to which their men can devote their energies. Extensive as is a jobber's variety of merchandise, it is surprising how war-time conditions have cut down its extent. Jobbing salesmen, however, will be likely to continue making their customary rounds, and if they haven't one thing to feature they will another. Enlistment has taken many wholesaler's salesmen off the road. Filling in their ranks is absorbing a good many of the salesmen dismissed by other institutions. Not all of these vacancies have been filled, however. Many jobbers are giving their men larger territories.

SHORT SELLING SEASONS

Even in normal times a few industries have short selling seasons to contend with. Salesmen in such lines are often employed on commission. If in the few weeks of their season the salesman is able to make a good year's income, all is well, but if in that time he does not make enough money to satisfy him for the year it is difficult to keep him from looking elsewhere for employment.

The present situation aggravates this condition. Many houses are able to sell their entire output for the year in a few weeks. What shall be done with the salesmen for the rest of the time? One solution of this is for two companies with short seasons, not simultaneous, to use the same sales force. This idea was successfully used before the war and some sales managers see no reason why it isn't practicable just now. A manufacturer of mackinaws, for example, has long been using hat salesmen who make two trips a year—one with straws, the other with felts. They have lots of time between trips, and it just happens that this is the time to sell mackinaws. As a result the two jobs are combined and men who formerly made but a moderate salary are now earning an income to be proud of.

SALESMEN WORKING FOR TWO FIRMS

It is possible for two companies to hire the same salesmen to sell their goods simultaneously. For instance, there are men on the road with a line of women's dresses and also a line of children's dresses. The first house will pay the salesmen, say, fifty dollars a week, the other twenty-five dollars a week. The basis of compensation is figured by the proportion of time and energy devoted to each product. This method gives each house a seventy-five-dollar-a-week man. Furthermore, it gives a company control over the men, since they are on a salary and hence more directly answerable to their employers. The sale of the product could, of course, be turned over to a commission man, with several lines, but the article would not be pushed as it should be.

RETAILERS AS SALESMEN FOR SHORT SEASONS.

In the ranks of retail merchants there are thousands of ex-salesmen. A great many of these are stars—men who made money on the road and finally went into business for themselves. Many of these merchants have partners or have their business so well organized that they can leave it for four or five weeks each year and shoulder the grips as they did in the past. This suggestion is not visionary. There are a number of cases where it is done. A clothing salesman, for instance, sells his quota in about seven weeks. The rest of the year he is busy managing his haberdashery shop.

One well-known company, with houses in several cities, uses a variant of this plan. Each year it invites forty or fifty of its good customers in adjacent territory to come into its sample room and act as housesales-men during the fall buying rush. The retailers invited are live wires and, since they know the merchandise, make splendid salesmen. Merchants usually jump at this chance. It gives them a vacation and affords them an opportunity for getting acquainted with hundreds of retailers from other towns. Of course, these men are paid generously for their time. The company realizes that these merchant-salesmen become more familiar with its line as a result of the experience, and hence become even petter buyers in the future. It also is glad of this opportunity to let keen, progressive merchants, such as it temporarily employs, come in such intimate contact with other of its customers, who come as buyers, and who as a whole are not likely to be so enterprising.

Considered from every standpoint, the employment of merchants for very short selling seasons offers many possibilities.

CHANGING SELLING METHODS

The war is beginning to make quite a few executives realize that in business, as in engineering, a straight line is the shortest distance between two points. In subjecting their business to this engineering analysis, several concerns have found that they are sending their goods to the market through channels which are too devious. They are now discovering that in selling, advertis-

ing is the straight line to the consumer. As a result of such an analysis, one prominent company which has been selling its goods largely through brokers is dispensing with them and substituting specialty salesmen instead. For some time now this house has been getting its products on a trade-mark basis. Heretofore, its chief product had been sold largely as a commodity, and without a brand name. For a time it had difficulty making its old-school brokers appreciate the new way in which it was trying to merchandise its product. The brokers could not see what difference a brand name made, and still insisted upon selling it merely as a commodity.

This manufacturer has but a small percentage of his usual output to sell at present. Hence the time was propitious for switching the selling organization to the new basis. Now this manufacturer instead of delegating the sales end of his business to an outside organization, is having his own employees conduct all relations with the trade. High-power salesmen, who appreciate the modern principle of selling service and the idea back of the merchandise rather than the mere commodity, are being employed. When normal conditions are restored, this concern will find it has a very much stronger selling organization than it had before the war started.

SALESMEN LET OUT START RIVAL BUSINESS.

Concerns which easily accept defeat now and make no serious effort to maintain their present selling organizations, not only weaken themselves for the intense commercial rivalry which is sure to follow the war, but may also find themselves with increased competition due directly to their present inactivity. One case illustrates how this may happen. Two star salesmen let out by their employer with money saved up, were able to get additional capital, and are now opening up a business of their own, which promises to offer serious competition to the concern for which they formerly worked.

It is a well-known fact that in lines not trade-marked, largely sold on price, salesmen control a good part of their trade and can easily switch it to another house. In the readjustments now going on, this is likely to happen. Salesmen, who are forced to seek new connections, or to start up for themselves, will be able to take with them a good deal of the business for which they have been directly responsible. Thus, in more ways than one, the war is making business men see the manifold benefits of trade-marking.

DANGERS OF TAKING THINGS EASY.

There are many ways in which lying down on the job can prove disastrous. Concerns which go into a Rip Van Winkle sleep now will wake up in a strange world when the war is over. They will find their selling implements rusty and their sales body stiff and creaky. One strong corporation, in sizing up the business situation a few weeks ago, was surprised to find that its usually active competitors were inclined to take things easy. "We'll get all the business the country is good for anyway. What's the use of trying for more?" appeared to be their attitude.

This company decided that when its competitors were drowsing was the time to put on extra steam. It is not particularly in need of immediate business, but is anxious to build firm and sure for the future, and this it is doing by hiring more salesmen than ever. It is increasing its advertising and using more vigorous copy than in the past. And the result? Why, the intensity of its activity is bracing up the morale of the whole industry.

MORE TO DO THAN SELL.

When a salesman calls on a buyer there are many things he can legitimately talk about besides the merchandise which he has to sell, and still serve his employer. Bringing up these foreign subjects is not a waste of time. It gives him a chance to get better acquainted with the buyer and to build up good will which on future trips will enable him to sell his merchandise. There is opportunity for this sort of work at the present time, especially with houses having less goods to sell. For example, salesmen representing the wearing apparel manufacturers of Philadelphia, on their 1918 trips, are going to sell Philadelphia as a market as much as they are going to sell their own wares. To every prospect they are putting up a neat little talk for their home city. They tell of the advantages Philadelphia offers a buyer and all the conveniences he may expect to find when he visits the city. It is expected that this selling the market will, in the long run, react to the benefit of the individual firms, even though it may not immediately produce anything definite.

EXECUTIVES LEARN FOR THEMSELVES HOW THE LAND LIES.

The president of a company, a successful advertiser, has just returned from a five weeks' trip, during which he interviewed 200 large buyers. He says that never before has he found so many executives of companies out on the road selling goods. He met sales managers, vice-presidents, secretaries and treasurers in the lobbies of buyers, patiently waiting their turn. Like himself, they were out for observation purposes and to get a first-hand knowledge of conditions.

His own problem is to spread out over as large a territory as possible. He is afraid he will not be able to make enough of his product to go around. He will get it into as many stores as possible, however, pro-rating orders but always giving the best stores preference. Advertising will be continued as strong as ever, and his big task will be to adjust distribution so that it will come pretty close to taking care of the demand. This will provide an abundance of work for the sales end of his business.

It is in making readjustment of this kind that many sales organizations will find steady war-time employment. Several trades are to-day on an entirely different basis than before the war. The food business is probably the most notable example. In the days of peace, salesmen were constantly urging grocers to buy futures, free deals, in a word, quantities. Loading up in anticipation of a turn in the market was a merchant's right. To-day the licensing system of the food bill frowns on hoarding, speculation and other methods formerly quite legitimate. To adjust grocers to this change and sell them the ideas of food administration and the necessity for conservation is now one of the chief duties of food salesmen. Grocers are

(Concluded on page 28)

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and Business Management

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NO FREE LIST

We have no complimentary or free list. MARKETING is sent only to those who pay for it. The receipt of a copy otherwise is an invitation to subscribe. Better include a subscription with your order for the 1918 LYDIATT'S BOOK, "What's What in Canadian Advertising." (See page 1), now ready.

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NO ADVANTAGE TO THE GOVERNMENT

THE significant fact about the suggestions urged upon the Government in connection with its advertising, by those who assume to speak for the publishers of Canada, is that none of them offers any advantage to the Government.

The few publishers who have been endeavoring to collect high rates when the Government pays the bills can hardly be said to be actuated by any desire to save the Government money or to render it a greater service. The objections which have been voiced to Government advertising being placed through the publishers' recognized advertising agents do not seek to render the Government a greater or better service, or have its advertising handled more effectively or at less cost.

The suggestion that the Government should organize its own advertising department and deal direct with the newspapers at regular card rates offers no advantage and involves only increased and unwarranted expense to the Government.

It is not strange, therefore, that the feeling exists that those who are urging that Government advertising should be handled in an irregular way are merely seeking to serve their own ends at the Government's expense.

Nor is it surprising that many of the leading daily newspapers, magazines and farm papers should finally be stirred to vigorous protest against being identified with these proposals which they hold to be unbusinesslike, unpatriotic and discreditable to the publishing and advertising industry, The whole agitation sifts down to comparatively few publishers whose identity has been hidden while their recommendations and "demands" were voiced under the cloak of the Canadian Press Association.

The Advertising Committee of the Canadian Press Association is on record (though not without dissent from some of its members) as recommending that the Government, as a permanent policy, deal direct with the publishers, all contracts to be handled through the King's Printer. This was done accordingly in the Production and Thrift, War Saving Certificates and the first War Loan advertising, with results which are understood to have been far from satisfactory to either the Government or to the majority of publishers.

The attempts of some publishers to enforce exorbitant rates for Government business proved a discouraging feature of this plan. Difficulties of preparing suitable copy and handling details also mitigated against the success of these campaigns: It will be noted, however, that this recommendation from the Press Association offered no advantage to the Government, even had these embarrassments not developed.

Later, other campaigns were placed on the customary commercial basis, through the publishers' recognized agents. Then, at its annual meeting last summer the C.P.A. passed a resolution again urging that the Government deal direct with publishers, or, if agencies were employed, that the Government should pay a surcharge to compensate the agencies, so that publishers might get their card rates net.

It would be difficult to show how this suggestion involves any advantage to the Government. That it carried some weight with Government officials, however, is indicated by the fact that it was on this basis that the Victory Loan campaign of last Autumn was handled, resulting in much confusion and an unwarranted increase in the expense of floating the Loan.

Nevertheless this arrangement is again being urged, presumably on behalf of all publishers, but actually only in the interests of a few, who will have difficulty in defending their motives against charges of attempts at "profiteering."

Other publishers have at last awakened to the serious embarrassment of the situation in which they are being placed by those making these representations, and have protested against any irregular arrangement being made with respect to Government business. Leading daily newspapers in the principal cities, as well as the magazine and farm press, are on record with the Government as favoring the handling of all Government advertising in the way which offers the greatest advantage and the most favorable terms to the Government. They insist that Government advertising should be placed at the most favorable commercial rates and, if desired, through the publishers' recognized agents who are equipped and authorized to handle all general advertising without additional expense to the advertiser.

Publishers' rates already provide for the payment of agency commission. To insist that the Government pay a surcharge to compensate the agencies, as is done by certain Toronto newspapers in the case of Toronto manufacturers, in effect requires that the amount of this commission be paid twice over by

the advertiser, so that the publisher may net a higher rate than is realized on other commercial advertising.

There is no ground for arguing that this is not discriminatory. Plainly, it is. Toronto newspapers which enforce this rule to the disadvantage of manufacturers located in Toronto frankly admit that they discriminate against such advertisers, but argue that such discrimination cannot be avoided. It is sought to have the same discrimination operate against the Government, with no argument as to its necessity.

It seems time that the deliberations and recommendations of the Canadian Press Association should cease to be dictated by the few and more truly reflect the judgment and wishes, and be in the interests as well, of the majority of its membership. The many publishers who favor having all general advertising, including that of the Government, handled through recognized advertising agencies, are to be commended for their fair, business-like, broad-minded attitude and foresight. Unquestionably they are serving their own, and the Government's, best interests.

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PREPARING FOR AFTER THE WAR.

IT is highly important that Canadian business men should be making careful plans to cope with after-the-war conditions; also that everything possible should be done meantime to strengthen their present business structure. The article by W. W. Swanson, Professor of Economics in the University of Saskatchewan, in this issue of MARKETING, is a thoughtful and intelligent forecast of proable conditions in Canada, and should prove helpful to those who are looking and planning ahead.

Another view is presented in a recent editorial in the New York *Commercial*, urging careful watching of credits under the abnormal conditions which will prevail during the next year or two. Commodity prices are far above normal and will not hold, it is argued, therefore many manufacturers and merchants will be unable to meet their obligations. Severe declines in commodity prices are usually followed by increases in bankruptcies, staticians and chart readers reason.

This reasoning would be sound if men were incapable of learning in the hard school of experience. If credits expand and merchants are permitted to pyramid instead of settling and paying their bills, the inevitable decline in commodity prices will send many of them and those who give them credit to the wall. Under normal conditions, the higher the price of merchandise the greater the danger of collapse. These are not normal times but that does not minimize the danger. When prices of necessaries of life become greater than persons of moderate means or earning power can pay, the danger line has been passed. Skilled labor, with the enormous wages now paid, farmers and makers and dealers in war materials do not feel the pinch at present, but the majority are now forced to retrench.

It is to be presumed that all classes of business men understand the situation. They certainly talk about it. They cannot plead surprise or lack of time and opportunity to prepare for an inevitable decline in the market value of merchandise, for all of them say prices are too high and cannot be maintained. A man with his eyes open does not walk into a yawning pit that lies in plain view; he either stops or passes around it. The consensus of business men is that such a pit lies before them. That being the case, they should either stop short or walk around it. They should not walk into it when they see it, and in this respect the position differs from those cases where the crash came without warning, or, at least, without being foreseen by those who went down.

Any dealer in merchandise can make money if prices keep going up. Since the beginning of 1915 prices have advanced with scarcely a waver and business failures have decreased in number and amounts involved. Farmers and workmen are prosperous and they consume the greater part of our domestic manufactures, so retail trade is active and profitable; but every time a retailer reinvests his money in merchandise he has to buy on a more inflated basis. If he can liquidate in the end without loss a return to a normal level of prices will benefit the country. If credit is overextended and collapses under the strain, business will suffer a period of depression.

Serious commercial losses can be avoided by applying necessary correctives. Our banking and currency system is so much better that we need not fear that disappearance of currency from circulation which formerly intensified depression by alarming all classes of the people. In commercial circles preventive measures must begin at the bottom. Retailers must restrict credits and sell for cash as far as possible. If ordinary consumers cannot now pay as they go they will never be able to do so. Many are spending more than they earn or have, though they receive more than ever before.

Wholesalers and manufacturers must adopt a similar policy. The way to do this is to abandon the system of selling on open account and make every customer accept drafts or bills of exchange which can be rediscounted as trade acceptances. Allow no overlapping of season's accounts. If a merchant cannot pay for his spring goods, cut him short on his fall supply. Such bills and drafts are self-liquidating and as soon as the process of orderly liquidation is interrupted credit should be refused.

In this way, trade on a basis of inflated prices, can be liquidated before it is necessary for retailers to sell at disastrous losses. The grain and cotton trades run along through years of violent fluctuations without much trouble because the business is on a cash or short date basis.

Beginning at the top, manufacturers and wholesalers must attend promptly to past due accounts, get cash when possible, sell on short time and insist on trade acceptances when credit is given.

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A STEP AHEAD FOR THE A.C.A.

THE Directors and members of the Association of Canadian Advertisers, Incorporated, are to be congratulated on the substantial progress which is marked this month by the establishment of its own office and the engagement of the exclusive services of a capable Secretary. There could be no better evidence that the organization is now firmly on its feet on a permanent basis. For more than a year the plans of the Directors have been shaped towards the time when the strength of the membership would justify, and the work organized so as to require, the step which has now been taken.

There is a general feeling that the Association has more than justified its existence in any one of several directions. In the promotion of audited circulations the Association has admittedly been probably the most important and influential factor. In formulating and giving expression to the general advertisers' viewpoint, in protecting their interests, in working for the elimination of objectionable advertising, much has been accomplished, though still much remains to be done. Nevertheless what has been accomplished has undoubtedly been worth many thousands of dollars to its members, and other advertisers as well. In respect to unsound and fraudulent advertising propositions which have been investigated there has been a direct saving of many hundreds of dollars a year to each member. The possibilities for effective work along these lines have been shown to be so important and valuable as to enlist the co-operation of the Canadian Manufacturers' Association, the Toronto Branch of this organization having recently undertaken to co-operate in checking such abuses and frauds on behalf of its members.

The Directors have been actuated by a desire to carry on their work and achieve their ends quietly and unostentatiously, but none the less vigorously and effectively—so much of it being of a more or less confidential nature that it is not to be expected that blustering boastfulness would have any part in it.

We extend congratulations and best wishes on the occasion of the forward step which has now been taken, with every confidence that the organization will continue to grow in usefulness and value to its members, and further the best interests of sales and advertising in Canada.

* * *

OBJECTIONABLE SUBSCRIPTION METHODS

MANY business men have been frequently annoyed of late by requests for permission to canvass factory employees while at their work, by returned soldiers selling songs, pictures and soliciting subscriptions for various publications.

A few cases have been reported where crews of returned men canvassing for subscriptions to the VETERAN became insolent and threatening when politely refused permission to disturb the employees while at their work, causing much embarrassment to the management. Other manufacturers have complained of this nuisance, arguing that it is difficult to refuse a returned soldier anything, even so unreasonable a request or "demand."

Other publications making use of returned soldiers for soliciting subscriptions may well be cautioned against "abuses" such as this which are likely to alienate the goodwill of many of their advertisers. In reckoning the advertising value of any medium many advertisers would place a low estimate on circulation secured under these circumstances.

It is not unreasonable that any manufacturer should object to having his working force disorganized and their work interrupted by crews of canvassers seeking subscriptions to any periodical, selling tickets, songs, pictures, or various nick-nacks which are only an excuse for making a contribution. To encourage the employment of returned men in this way is to make beggars of them—which is certainly not doing them a good turn.

A Lesson for Canadian Advertisers

ADVERTISERS and advertising men in Canada may well take a lesson from across the border in the important work of co-operating with the Government departments. All the advertising for the Liberty Loans, Red Cross War Saving Stamps, Food Administration, etc., has been prepared and handled by voluntary organizations, and paid for by voluntary contributions. In Canada this work has been done by the Government and the advertising agents very largely. But we have lacked the co-operation which has been so well organized in the United States—supplementary educational advertising through salesmen, booklets, house organs, parcel and letter enclosures, etc.

Here, for example, are some of the ways advertising manufacturers in the United States are helping the food administration, and stimulating the sale of War Saving Stamps and Liberty Bonds:

By including small panels or illustrations in every advertisement featuring pungent war-time messages.

By attaching stickers to packages now being shipped.

By enclosing "flyers" inside packages, and in all letters mailed.

By running advertisements in their house organs.

By inserting loose or pasted inserts in recipe and other booklets distributed to consumers.

By using their salesmen to instruct retailers along lines desired by the Government.

Cannot we organize at once to do many of these things in the most effective way.

* * *

"There is a great need for a magazine such as you propose publishing, and trust that it may meet with success."—Jas. D. Clarke, Reporter, Galt.

* * *

"Accept my hearty congratulations on having produced what we advertising manufacturers have long looked for in Canada. May you meet with great success with "MARKETING" in every way. It is a worthy companion to your "WHAT'S WHAT" which is always at hand on my desk."—Johnson-Richardson Co., Ltd., Montreal.

* * *

"We commend you for your courage and foresight in establishing a Canadian advertising journal. We have for some time felt there should be one."—Beatty Bros., Ltd., Fergus, Ont.

* * *

"Congratulations on the first number of "MARKETING". I got several good pointers from that number and expect that I am going to receive many times $2.00 worth during the year."—Alaska Bedding Limited, Montreal.

* * *

"You are to be congratulated on the excellent appearance of the initial number. I am perfectly certain that with a monthly of this kind you will attract and keep the attention of the advertising fraternity, and you have my very best wishes."—J. B. Rathbone, Toronto.

* * *

"The big thing about "MARKETING" which I like and wish to congratulate you upon, is its overcurrent and undercurrent as well as main drive, of real practical, helpful service to those who have goods to sell in Canada. Your magazine should succeed grandly. All power to you!"—Continental Publishing Co., Toronto.

* * *

"I think it fills a real place in business journalism. It has individuality and expresses an idea, and that's a big thing. Opinions around the office were favorable in every case." Star, Saskatoon.

(*Continued from page 12*)

German traders, by contrast, were eager to supply their customers with goods made to customers' specifications, and so they made inroads on British trade easily and largely. It is told of a French customer that to get rid of an importunate German representative he ordered a quantity of mustard trays representing pigsheads in Prussian casks. The order was filled. Later the offensiveness of the tray was brought by Germany to the attention of the French Government, and when the matter was investigated the fact was disclosed that the trays were made in Germany.

Not only were German traders ready to supply customers with goods made to customers' specifications, but they assisted customers to sell German-made goods, this by sales' aids of many kinds and by publicity. This assistance was offered chiefly to retailers in need of stimulation and education in the business of selling goods. German traders likewise made it easy for customers to buy goods; they sold their goods c.i.f.—customs, insurance and freight paid to nearest supply point. The British trader, by way of contrast, shipped goods f.o.b. a British port, thus leaving the tedious, vexatious and troublesome business of customs, freight and insurance to the importer. By relieving the customer of all concern, and by quoting a laid-down price, the getting and giving of orders were made easy.

Great Attention to Details

German traders were careful to supply printed matter and catalogues in the language and currency of the customer. The language was in the idiom of the country—not a stilted, academic translation, but completely understandable by the recipient. German traders went so far as to prepare this printed matter in the forms most acceptable to customers. For example, most of the printed matter sent to Russia was printed on coarse paper, in big, easily-read type, suited to the illiteracy of the Russian merchant. Printed matter sent to France, on the other hand, was often of a very artistic kind, surpassingly well produced, conforming to the tastes and culture of the French people.

The German traders found a new class of buyers in the countries they did business in the retailers. The traders of other countries preferred to do their business with a few large importing houses, leaving it to these houses to create and supply demands. The Germans went to the retailers, even the small ones, and so opened up for themselves a new market, and made sure of their market by having their goods stocked by the final distributor. To the extent that they could get their goods stocked by the final distributor, to this extent did they take away or reduce the market for goods made by other countries, and even goods domestically made. In Canada many a domestic manufacturer found himself defeated, or partially defeated, in his sales efforts by the fact that Canadian retailers had stocked German-made goods, having bought direct from a German representative, at prices and on terms thoroughly satisfactory to the customer. Domestic manufacturers went to customers with fixed sale prices, as a rule. The German representative, on the other hand, had no fixed price; he was out to get the order at any price. This meant that good buyers rather liked to do business with the German salesman.

Here it is to be said that the German trader filled orders with scrupulous care, and supplied goods according to sample. This fact established confidence. While he made cheap goods, and pushed cheap goods, yet he was ever ready to supply better-grade goods.

Credit as a Sales-maker.

The German trader enlarged demand for German-made goods by granting credit—even to retailers. The extent and duration of this credit were flexible. Thus, to the Russians credit for from one to five years was granted. When the Germans first began to extend credit, they made some costly errors, due to ignorance. For example, when they began trading with the Japanese, they offered credit to a people unfamiliar with credit, and who were in the habit of buying all imported goods on a strictly cash basis—cash against documents. When, in 1906, a Japanese boom collapsed, German firms lost heavily. They had induced the Japanese customers to overbuy, and the penalty of this error had to be paid.

Credit creates demand. This the Germans found out, and by extending credit they greatly enlarged the consumption of German-made goods. As time passed, and as experience was acquired, German traders did their credit business with comparative safety, and even made this credit finance itself. An illustration will help to make this fact clearer.

The representative of a German boot and shoe firm went into a Russian town to sell footwear. He walked through the town to find out, so far as his eyes would tell him, who were the good retail shoe dealers. Then he asked questions at his hotel, and in other ways found out who were the best dealers. Then he took his list to a local banker and had him pass on it. He asked the banker if he would buy the trade acceptance or accepted draft of each retailer, if such were offered. In this way, the German representative knew exactly what firms were good to sell to, and knew, too, that their "paper" could be negotiated—sold outright to the local bank.

Then the shoe salesman proceeded to calculate the prices he should quote. These prices provided for the delivery of shoes c.i.f. (customs, insurance and freight all paid); provided also for the loss in having the customer's trade acceptance or draft discounted, and for the rate of exchange. With right prices ascertained, the representative called on the "safe" retailers, offered them credit, explained the device of the trade acceptance, and had little difficulty in obtaining orders.

It will be seen that the whole transaction was thus made sure from every angle of enquiry, and that it was self-financing. Trade thus begun was easy to hold and develop. By this means, German traders were able, in all countries where good banking facilities offered, to establish good business and to employ the agencies of credit and the machinery of domestic banks with great profit.

The Cartel System.

A distinctly German method of going to market is the "Kartel" or "Cartel." This is a syndicate or federation of manufacturers or producers formed for the promotion of common objects and for pooled selling and buying.

The cartel differs from the American "trust" in that each

More than 11,000 homes in Toronto buy EVERYWOMAN'S WORLD; more than 1 in every 7.54 homes in Metropolitan Canada, buy this great Canadian home magazine. (Street scene corner Queen and Yonge)

Canada's Metropolitan Markets

How to sell them Efficiently and Economically!

HERE are 40 leading buying centres of Canada, Lydiatt's estimate of present population, the prepaid annual subscription circulation, the news stands and Boy's sales, and the suburban circulation of Everywoman's World at each of these 40 centres.

EVERYWOMAN'S WORLD CIRCULATION IN AND AROUND THE 40 LEADING BUYING CENTRES IN CANADA

CITY	POPULATION	CIRCULATION			
	Lydiatt's Estimate 1917	Prepaid Subscriptions	News Stands and Boys' Sales	Suburban Subs. within Local Buying Radius	Total Circulation
ONTARIO—					
Brantford	(26,612)	925	108	515	1548
Guelph	(16,750)	301	40	57	398
Hamilton	(101,344)	1245	525	378	2148
Kingston	(22,500)	405	50	331	786
Kitchener	(19,056)	360	48	169	577
Cobalt	(6,500)	161	15	216	392
London	(57,000)	990	200	495	1685
Ottawa	(115,344)	1447	200	217	1864
Owen Sound	(12,558)	302	30	99	431
Peterborough	(21,000)	577	50	116	743
St. Catharines	(17,880)	529	75	263	867
St. Thomas	(14,050)	393	25	347	765
Sault Ste. Marie	(16,500)	425	50	119	594
Stratford	(17,420)	322	30	221	573
Toronto	(525,000)	7404	3022	783	11209
Windsor	(27,000)	156	50	395	901
Ft. William	(20,000)	45	50	72	167
NOVA SCOTIA—					
Glace Bay	(20,000)	263	10	58	331
Halifax	(53,000)	1101	125	425	1951
Sydney	(20,000)	724	30	72	836
NEW BRUNSWICK—					
Fredericton	(8,000)	303	10	250	563
Moncton	(15,000)	190	10	355	855
St. John	(55,000)	816	100	475	1391
PRINCE EDWARD ISLAND—					
Charlottetown	(13,000)	351	15	110	476
QUEBEC—					
Montreal	(650,000)	3423	1500	810	5733
	(250,000 English)				
Quebec	(110,000)	518	125	350	993
	(15,000 English)				
Sherbrooke	(21,000)	112	17	48	177
MANITOBA—					
Brandon	(15,225)	423	50	218	691
Winnipeg	(175,000)	2178	750	300	3228
SASKATCHEWAN					
Moose Jaw	(13,823)	453	50	60	563
Regina	(26,105)	426	40	400	866
Saskatoon	(12,004)	547	100	80	727
ALBERTA—					
Calgary	(56,302)	1515	125	480	2120
Edmonton	(53,704)	1027	100	450	1577
Lethbridge	(9,437)	241	40	475	756
Medicine Hat	(9,269)	175	33	350	558
BRITISH COLUMBIA—					
New Westminster	(15,000)	197	15	52	264
Nelson	(7,500)	98	10	230	338
Victoria	(45,000)	264	50	355	669
Vancouver	(97,995)	964	300	375	1639
TOTAL POPULATION—	1,944,626				
Approximately	2,000,000				
TOTAL NUMBER OF SUBSCRIPTIONS—	52,948				
Approximately	53,000				
or 400,000 Homes.					
No. of Subscriptions—53,000.					
Or 1 in every 7.54 Homes.					

THE terrific selling force delivered by EVERYWOMAN'S WORLD in these 40 leading buying centres is now fully appreciated by the retail trade. The retailers know EVERYWOMAN'S WORLD first because of their wives being subscribers and enthusiastic readers of this magazine; and secondly because of EVERYWOMAN'S WORLD Storekeepers' SERVICE. See advertisement on opposite page; a complimentary service keeping them posted on the Lets regarding the live goods made alive through the advertising in EVERYWOMAN'S WORLD. They know that from 1 out of every 4 to 1 out of every 7 or 8 of their English speaking customers are readers of EVERYWOMAN'S WORLD.

LEADING advertisers are using EVERYWOMAN'S WORLD and EVERYWOMAN'S STOREKEEPERS to get new trade and to hold old trade in the 40 leading buying centres, they use it also because of *as much more last guaranteed circulation* in towns distributed in the smaller centres throughout Canada, influencing storekeepers and of course consumers to buy their goods.

Every last detail about these markets is proved for space-buyers and interested agency men. Space in Everywoman's World has become A COMMODITY, tested, proved and DECLARED GOOD. It is bought by advertisers on the same basis AS THEY BUY RAW MATERIALS—the most of the best for the least money.

CONTINENTAL PUBLISHING CO., LIMITED TORONTO

federated firm retains its identity and control over its own capital. What is surrendered or pooled is its contact with customers. In the cartel, the production of each member of the cartel may be entrusted to a central committee or body for selling. In cases where each member attends to the selling of the output of his own factory, the amount of the output is determined by the cartel offices, and also the territory of operation. A member selling more than his quota or outside of his assigned territory may be fined or otherwise penalized for breach of faith.

Two ideas are involved in the cartel system: (1) The elimination of waste or duplicate effort; and (2) The elimination of price-cutting competition.

Waste to a German is a cardinal sin; co-operation his genius. Waste in England, the United States and Canada is not excessively offensive, and co-operation is a habit acquired only with extreme difficulty. The Anglo-Saxon is by genius an individualist and a democrat. The Teuton is a mass man and submissive to authority. It is this disposition towards centralization and this readiness to consent to centralized authority that incepted the cartel in Germany and that has given it its power. Before the outbreak of war, there were 25,000 co-operative bodies of all sorts in Germany, and over 600 cartels.

The cartels, so far as the composition of their membership is concerned, are groups of specialized interests. Thus, the dye-color interests have their own cartel; so also have the chemical interests; so also have the electrical interests; so also have the iron and steel interests; so also have the textile interests. These suggest the character of other cartels.

The German cartel sells the goods of its members in both the home and foreign markets. Then when an order is received, each of the various firms making the product sold is given its due share of the business.

CARTELS ARE BOTH GOOD AND EVIL

The value of the cartel is apparent when German traders are bidding for business in competition with the traders of other countries; German traders are unified in their price or tender.

If figures have to be modified this can be done without complications and done without the delay of communication with individual members. Similarly, in the purchase of raw materials, the cartel has a great advantage; it can buy in quantity, and it can buy at the minimum prices; competition by individual firms is completely eliminated.

The cartel is not an ideal system. For one thing, it imposes a sort of slavery on its members whose right to act independently is taken away. Also, there is involved in its practices the boycott principle. Customers may be required to enter into an agreement to buy goods only from the cartel which, it will be perceived, gives the cartel, especially in the home market, power to exact any price it chooses to make; and,in the case of firms supplying raw materials, the cartel may require the seller to agree to sell only to the cartel, or to sell to others at higher prices than those enjoyed by the cartel. The cartel has many of the aspects of a "mug's game," but as a trade expedient it is effective.

The Dumping Idea

When German traders go into the world markets, they are under instructions to get the order, let the price be what it may. For example, in a certain order for electrical equipment for an Argentine municipality, the order was secured at a loss of $1,000,000. By persistency in this practice of underbidding whenever necessary to get an order, German traders succeeded, in the case of many lines of manufacture, and in the case of certain markets, in ousting competition altogether. When it was known that German traders were after the order, competitors learned that it was almost futile for them to submit tenders or prices.

One asks—how could German traders continue indefinitely this practice of losing money? The answer is a prompt one; their losses were made up to them.

Losses were made up to German traders in various ways. Whenever possible, the domestic price was raised to offset losses on foreign business. When this could not be done, the State, by various devices, undertook to compensate German traders for losses sustained on foreign business. The State gave bounties to exporters of certain classes of goods

Stratford, Ont., a typical smaller buying center, kept small because of the nearby and smaller centers of St. Mary's to the South West, Strathroy to the North West and Kitchener to the East—1 in every 5.62 homes in Stratford buys Everywoman's World.

Everywoman's Storekeepers

A Complimentary Service

IT is a good thing for a manufacturer to advertise or "make known" his goods to prospective customers and to retain the favor of his "old" business and incidentally emasculate any competition in so far as possible. Likewise it is good for us as publishers, to keep the favor and win even greater favor of the retail trade, through making known to these storekeepers what manufacturers are doing for them by way of consumer advertising getting right into the homes of their customers.

So we have appropriated a sufficient sum of money to carry on this Everywoman's Storekeeper service and make it an effective service to the Grocers, Druggists, Dry Goods' Merchants and Hardware and Electrical Supply Storekeepers. This is but one of our chosen means of advertising, and it is especially good for our customers—good for National advertisers—because we carry them along with us and promote their best interests at the same time.

The Everywoman's Storekeepers are issued as follows in connection with Everywoman's World.

April Everywoman's World, and Everywoman's Grocery Storekeeper.

November Pure Food Number of Everywoman's World and Everywoman's Grocery Storekeeper preceding the Xmas trade.

July Everywoman's World (Canadian Patriotic Number) and Everywoman's Druggist Storekeeper.

December (Christmas Number) Everywoman's World and Everywoman's Druggist Storekeeper.

September Everywoman's World (Fall Fashion Number) and Everywoman's Dry Goods Storekeeper.

March Everywoman's World (Spring Fashion Number) and Everywoman's Dry Goods' Storekeeper.

October Everywoman's World Home Improvement and Home Furnishing Number) and Everywoman's Hardware and Electrical Supply Storekeeper.

February Everywoman's World (Home Building and Landscape Gardening Number) and Everywoman's Hardware and Electrical Supply Storekeeper.

Everywoman's Storekeeper Service is concentrated in the 40 leading buying centers as given in advertisement on opposite page.

It is available for and is alloted to our regular Everywoman's World advertisers in double-page spreads, single pages, ⅔ and ⅓, ½ and ¼ pages, based on amount of space being used in Everywoman's World.

Each Storekeeper (save in the case of grocers) rated at $1,000.00 or over, as well as *the wholesale jobbers*, receives the Everywoman's Storekeeper in their special line as well as a complimentary copy (for that month only) of Everywoman's World. The list of grocers is 2,000, selected as the leaders on the recommendation of the Retail Merchants' Association.

The Everywoman's Storekeeper is published as a separate magazine, type pages 10 inches by 7 inches (same as "System Magazine" pages) and is mailed under full postage.

Complete details are available from your agency, or from us. Write for specimen copy of the April Everywoman's Grocery Storekeeper.

You will want to buy enough space in Everywoman's World to everlastingly impress the readers and the storekeepers with the merits of your goods. You will want to make sure of concentrating your main drive in the issue going to the Storekeepers in your line.

CONTINENTAL PUBLISHING CO., LIMITED, TORONTO

MONTREAL	PHILADELPHIA	CHICAGO	LONDON, ENG.
22 Cartier Bldg.	Metropolitan Bldg.	Peoples' Gas Bldg.	16 Regent St., S.W.
John P. Kelly, Mgr.	The Acme Press	W. H. Stockwell, Mgr.	W. V. Mountstephen, Mgr.

to enable German traders to compete successfully with the traders of other countries. The State, owning its railways, collected excessively high freight rates on imported goods, and levied high customs tariffs, and used the money so obtained to recompense foreign traders; also, in the form of taxation, the State collected the money required to compensate German traders for their proven losses.

This general practice of German traders of under-bidding trade rivals in foreign markets, and the methods by which they were enabled to quote order-getting prices, is called "dumping."

An illustration of dumping prices may be cited. German ironmasters sold their girders and channel iron in Germany for 130 marks per ton; for 120-125 marks in Switzerland; for 103-104 marks in England, South America and the East; for 75 marks in Italy: The cost price may be reckoned at 85-95 marks.

Germany Established Foreign Branches.

When foreign countries protected themselves against the menace to domestic industries from German competition—this by the expedient of high tariffs, German firms established factories in these countries. They did this openly or secretly as suited conditions. Frequently, to begin with, they would purchase the business or plant of a domestic industry, or secure the stock control in it. Later, they might merge this business with other similar businesses, so effecting a consolidation, and float a stock issue, acquiring the capital from domestic sources. The officers might be all local individuals, non-German in origin and sympathy; but by retaining control of the common stock of the corporation, or by other manipulated methods and schemes, the voting control of the business would be German.

One object of such manipulation was to assure the purchase of such German-made goods as might be required for the equipment of the plant or for the manufacture of products.

The practice of industrial control of quasi-foreign firms was carried on in an international way, so that similar industries in many countries were under German control, often with an interlocked centralized German directorate.

German Banks Allied to Trade.

This same general idea was employed by German bankers. German banks were established in foreign countries the world over, and though often apparently domestic and national banks, were in reality German-controlled banks. A notable example of a German-controlled bank is La Banca Commerciale, Italy's foremost banking institution.

German banks, both at home and in foreign countries, were active trade propagandists. Often they were definitely organized to finance an industry—the chemical industry, for example; or to build a railway. When they loaned money to a firm or corporation they acquired a seat on the board of directors. Frequently, when they loaned money to a firm, or corporation or municipality or enterprise, they stipulated that purchase of materials, merchandise or equipment should be from designated German firms. But the story of German banks and their relation to Germany's trade conquest of the world, is a story by itself and a long one at that.

What has here been summarized is instructive, if not complete. It shows how German traders, in alliance with the State, built up Germany's foreign trade in the short space of a quarter of a century to collossal proportions, and indicates how Germany was getting a strangle-hold on the markets of the world.

It has been said that Germany's conquest of the world could have been effected had her policy of peaceful penetration continued for another twenty-five years and that by her going to war she has defeated herself—this, because of economic barriers which she has built about herself. This remains to be seen. One thing is certain, however, the world was rudely awakened to a consciousness of the danger of its complete subjugation by Germany's trade policy; and as a consequence of war and new purposes the allied countries have successfully and permanently thrown off the German yoke, and stand free and strong for the future. England, France, the United States and Canada have developed a new spirit which is expressing itself in industry and which will have new and marvellous manifestations in the trade conquests to follow the present war of slaughter and destruction.

* * *

(*Continued from page 4*)

be ample scope and opportunity in the domestic market, particularly in the territories already developed in the West and in the pioneer Peace River country—an empire in itself—for the marketing of the major part of the products of Eastern Canada. Especially will this hold good if prices rule high for the output of western farms, and for the great cash crop, wheat, at the close of the war.

And all indications point toward prices remaining on a high level after the signing of peace. Space will not permit of our discussing this question in detail at present, and it must suffice to deal very briefly with the problem. It is a truism to assert that the trade of the world is an economic unity, and that economic forces make their effects felt everywhere. This truth is doubly significant at the present juncture. Manifestly—and as has been remarked above—there will be a dearth of all important, basic economic goods at the close of the war, especially in Europe. This under-supply inevitable will make its effect felt on this continent, both in Canada and in the United States. This factor in the situation is so obvious that it needs no special emphasis at the present time; but what is not so plain is the vital and significant role that money and credit will play in the determining of commodity prices in the years immediately following the close of the struggle.

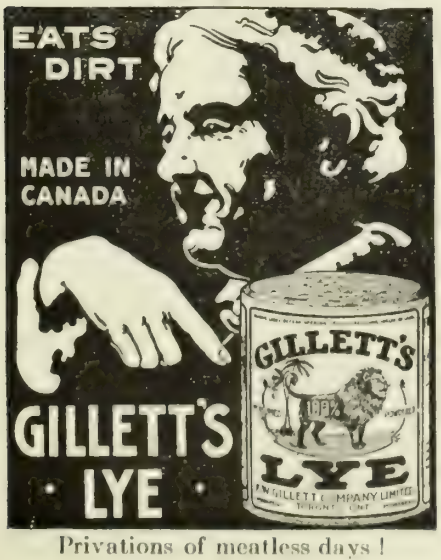
Consider this one significant fact—that the leading Great Powers of Europe, the United Kingdom, France, Italy, Germany and Russia, had, at the outbreak of war, paper money issues amounting to $2,500,000,000; and that these paper money issues have since been increased to more than $19,000,000,000. A careful consideration of these figures will bring home, as nothing else, the undeniable truth that Europe, in particular, and all those countries coming within the scope of Western civilization, in general, will experience high prices after the signing of peace. This is inevitable, as one realizes on reflecting that the whole of Europe, with the exception of the United Kingdom, has, since the outbreak of hostilities, abandoned the gold standard. And it will be a long time before the finances of continental Europe can be so rehabilitated as to

permit the re-establishment of the gold basis.

All history goes to prove that a paper standard, unsupported by gold, makes for high prices. During the Civil War the United States issued only $450,000,000 in inconvertible paper money—the so-called "Greenbacks"—and yet, in July, 1864, when there could be no doubt concerning the ultimate triumph of the North, it took $2.85 in paper to buy $1.00 in gold; or to put the facts in another way current prices had, practically trebled. While the United States, like the United Kingdom, is at present on a gold basis, they are only two Great Powers in that position; and it follows, therefore, that high world prices caused by monetary and credit inflation will make their effects felt throughout the whole world.

It is clear, then, that there need be no sudden decline in prices, no financial panic, and no business depression at the close of the war—if the right measures to prevent the latter arising are taken now. We have briefly outlined what may be accomplished under direct government action and control. Nevertheless a duty, a serious and solemn duty, rests upon every business man in the Dominion, here and now, to do his part in maintaining and increasing the country's prosperity and business. This will be accomplished by planning to resume normal manufacturing, trading and financial activities at the earliest moment possible after the conclusion of war. Keeping goods and services before the eye of the public is not the least important of the measures necessary to accomplish these patriotic, as well as plain business objects.

♣ ♣ ♣



Privations of meatless days!

DELIVERING THE GOODS

During the period of re-adjustment consequent on the necessary advances in subscription rates made by the Winnipeg newspapers early last year, the Free Press refrained from publishing any circulation figures beyond its regular returns to the Audit Bureau of Circulations. Now that this period is past the Free Press feels that its readers and advertisers not only are interested in, but are entitled to know the extent to which the paper has held its position under the changed conditions.

For the purpose of presenting this information in a form which is compact and easy to grasp, a detailed comparison is given herewith between the figures for the month of January, 1918 (the latest available), and those of July, 1916. July, 1916, is chosen because in that month the circulation of the Free Press reached a total of 81,211, the highest figure yet attained in the history of the paper.

	January, 1918	July, 1916
CITY AND SUBURBAN		
Regular Carriers	32,929	33,457
Dealers and Independent Carriers	1,583	1,512
Street and Counter Sales	4,759	5,689
Total Local Circulation	39,271	40,658
COUNTRY		
Agents and Dealers	13,487	17,337
Mail Subscribers	23,238	23,208
Total Country	36,725	40,545
BULK SALES	619	8
Total Net Paid	76,615	81,211

These Figures prove far more conclusively than mere words the remarkable loyalty of Free Press readers to their favorite paper. The loss in Country Agents and Dealers is accounted for by the fact that under this classification were included the thousands of papers sold in 1916 at Camp Hughes to readers who are now overseas. With this exception there is little change in the various totals.

City and Suburban Carrier circulation is only 528 copies below the high water mark, while the total local circulation is only 1,387 short. There has been an increase in Mail circulation.

In other words, the regular customers of the paper have stood solidly behind it at the new rates. There has been no effort made to promote circulation beyond the usual work of the regular staff.

The Free Press has not found it necessary to put on Circulation Contests, to employ bargain offers or to deliver free papers in order to maintain its figures at a satisfactory level.

The volume of circulation possessed by the Free Press proves that it thoroughly covers its field, its stability establishes that its hold on that field is secure.

In the local field the Free Press with a City and Suburban Circulation approximately Sixty per cent. greater than that claimed by either of its contemporaries, is supreme.

So thoroughly does it cover the city that the advertiser who concentrates in its columns knows that he reaches practically everything worth while.

No other medium or combination of mediums can give the local merchant a corresponding service.

For further information consult any recognized Advertising Agency, or E. J. GUY, Royal Bank Building, Toronto.

Manitoba Free Press Co., Limited

WINNIPEG : CANADA

ARE YOU WATCHING **WINDSOR** and Border Cities Grow?

Population Now 40,000

The Windsor Record

Only Canadian Daily Within Fifty Miles

Circulation, March, 1918, 10,373

RATES (Plate)

Under 1,000 lines	3½	Over 5,000 lines	2½
Over 1,000 "	2¾	" 10,000 "	2¼

JOHN A. McKAY, Publisher

(*Continued from page 8*)

the advertising space and the cost of the service rendered to the advertiser.

Therefore, when a Government is asked to pay these full rates, and a service fee to the advertising agent as well, it is asked to pay the agency commission twice over, and it will be penalized to that extent.

We hold the view that a Government struggling with the many and grave problems of war time should not be placed at this disadvantage, and we submit also, with all respect, that the newspapers of Canada as a whole should not be placed in the inconsistent, unpatriotic and wholly undesirable position of insisting that space for propaganda advertising should be bought on any other basis than the terms upon which the Government buys any other commodity, and upon the same terms as a private advertiser can buy similar advertising.

We have communicated with only the publishers addressed on the copy of our telegram herewith, sixteen in number, only two of whom have not replied.

Copies of this letter are being sent by us to the Hon. Sir Thomas White, the Hon. Mr. Carvell, the Hon. Mr. Calder, the Hon. Mr. Crerar, the Hon. Senator Robertson, Mr. Henry B. Thompson, and Mr. M. E. Nicholls, as well as to the publishers we have communicated with.

Yours respectfully,
THE OTTAWA CITIZEN,
By W. M. Southam.
THE OTTAWA JOURNAL,
By William Findlay.

The telegram referred to read as follows —

"Representations being made to Dominion Government that arrangements on propaganda advertising should be gross rates net, Government paying agency a surcharge. At a time when every resource in men and money is being strained we believe this stand places the newspapers in an inconsistent and unpatriotic attitude. We decline to be parties to any arrangement which forces the Government to pay more for advertising than commercial houses under like conditions. On Monday we will lay our views before Government and would like to be able to state you agree, that Government propaganda advertising be placed on commercial basis, and where agency used publishers should pay commission, Government not being penalized with surcharge or service fee. This wire going to several of the more important publishers whose individual views have not yet reached us."

That there is no disposition to discriminate against the Government on the part of many of the more important daily newspaper publishers in Canada is clearly indicated by the sentiments expressed in the replies to the above telegram.

"On behalf of the Halifax Herald and Evening Mail" says Senator Dennis, president, "beg to say we cordially support the proposition that all Government special propaganda advertising *should be handled through agencies at scheduled rates*, that papers should allow regular agent's commission to agencies handling the business, and that the Government should not be called upon to pay one cent more than would be paid by ordinary business firms for similar service."

"Dominion Government campaign advertising should be gross rates less usual commission to agencies handling business" says W. S. Marson for Montreal Star, "payable by newspapers upon established commercial tariff and regulation. Representations to Government, reported by you, *are unwarrantable, unpatriotic, dishonest* and gross injustice to the country and the advertising agencies, and *a serious reflection on the patriotism and national spirit of the newspapers.*"

"Heartily agree," says London Free Press, "Government propaganda advertising should continue on commercial basis, and when agency used publishers should pay usual commission. Don't believe in discrimination against Government."

"Government propaganda should be accorded same treatment as commercial display" says Winnipeg Free Press, "to have the Government pay for agency service, in addition to paying gross rates to newspapers, would *place the publishers in the same class with the war profiteers* whom they have been condemning.

"To ask that Government propaganda advertising should be placed on any less advantageous terms than ordinary commercial advertising" says the Regina Leader, "under like conditions, *would brand them as profiteers of the worst kind.*"

Speaking for the Calgary Herald, Mr. J. H. Woods, who is President of the Canadian Press Association, says: "I agree fully with position assumed by Journal and Citizen regarding agency commission on Government business, and *believe western papers generally think the same.* Herald would rather pay commission than have the surcharge on Government. Please be clear that this opinion is individual as newspaper manager."

"Rate should be same as commercial" says Edmonton Journal, "with commission to agencies paid by publisher whenever agency service would justify it by common practice *in connection with any general or national advertising campaign.* As C.P.A. director for Alberta Division I introduced, and divisional directors passed unanimously at meeting last November, above principle, thus representing views not only of dailies but also Alberta weeklies."

Many other publishers have given expression to similar views. The Agricultural Publishers' Association, representing all the principal weekly and monthly Canadian farm periodicals, went on record a year ago as favoring the handling of Government advertising in the customary way, through their recognized agents, and at customary rates. The Canadian magazine publishers are also on record as favoring the paying of agency commission, when Government business is placed through any recognized agency, holding that there is no justification for discriminating against the Government in this connection.

The views of a number of United States publishers, as recently published in the newspaper trade press, are in accord with those quoted above, some even arguing that newspaper should make concessions and run Government advertising at a lower rate than applies for ordinary commercial advertising. For example: "In view of war conditions I think such advertising should carry a lower than commercial rate" says one publisher. "Were the Government to ask the newspapers for a special rate for advertising" says another, "I assume the newspapers would be willing to make concessions in this respect." Another says: "They should use only publications having a standard rate or price for their space, and in no instance should this be higher than is voluntarily paid by commercial enterprises using space in same publication. The Government should buy space through some Committee of experienced advertising men who would, so far as possible, disburse any appropriation with the sole view of bringing the best results, as they would if their client was a manufacturer" "Let it proceed" says another, "as a substantial business house would do, function through one or two of the leading advertising agencies, secure the best possible rates, and then conduct a well-planned campaign"

The issue is clear Any publishers who are not disposed to play fair and observe long-established and generally recognized standards of practice, should be promptly branded as outlaws. There should be no hesitation, no quibbling, no delay.

The Government would be acting unwisely to submit to any such preposterous and irregular an arrangement. Publishers would be well advised to insist that Government advertising could not be accepted on any other than the regular commercial basis, strictly in accord with established rates and advertising practice. Agencies would make a mistake to serve publishers, especially with respect to Government business, on any terms that prove to the Government's disadvantage.

There can be no question of the result if publishers generally will immediately make their position on this question clear.

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The outdoor advertising interests of the United States have pledged their united support to the Food Administration and the Third Liberty Loan. The Food Administration in acknowledging the offer says: "This medium is regarded as one of the most valuable avenues through which the Food Administration has been able to reach the American people. The work has been done without expense to the Government, so far as rental of billboards, pasting and painting of signs has been concerned. Proprietors of outdoor advertising firms, their patrons, billposting and sign companies and electrical advertisers have placed their equipment and services at the disposal of the Government, freely surrendering their most valuable locations as a patriotic measure in making our prosecution of the war more efficient."

A committee representing the poster men has offered the Treasury Department free access to billboards, electric signs, and other outdoor advertising during the third Liberty Loan campaign, for which Secretary McAdoo expresses his appreciation.

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The United States Food Administration has prepared a poster which is headed "Do not be fooled by the lies of the enemy," copies of which will be mailed to all post offices in the United States. The posters contain the statement that the United States Government is not taking away from the people, and will not take away from them in the future, any of the canned goods, preserves, home-grown food, or usual stocks of provisions bought and kept in the pantry or cellar for family use, and is issued for the purpose of attempting to counteract certain wrongful impressions which have been disseminated by the enemies of the country.

The CITIZEN

Protects legitimate advertisers by refusing to publish liquor, medical, or semi-medical advertising of any description.

The Citizen prints more clean highclass advertising than any other Ottawa Newspaper.

The CITIZEN

Official Organ Retail Grocers' Assn.

OTTAWA, CANADA

PUT your poster advertising problems up to me. I am paid to prepare and place poster advertising of the sort which proves profitable to the advertiser. What I have learned through many years of experience is at your service.

A. R. KENT

Outdoor Advertising

Everywhere in Canada

Kent Building

TORONTO

COPY WRITER

The Service Department of one of the leading printing shops in Eastern Canada has a vacancy for a live Copy Writer with ideas of modern advertising and individuality. An aspirant for advancement will find good field for work.

APPLY **"MARKETING"** BOX No. 1

A Significant Sum for You!

54%	
28%	
7%	
11%	
100%	

1918 OPTIMISM

54 per cent of Canadian advertisers will invest the same amount as in 1917; 28 per cent will increase largely; 7 per cent will curtail, and 11 per cent are now making their decision

—April 6th, 1918

AS a sample of Canadian optimism for 1918, the above figures are significant.

AND the total represents 100% grit, even on the part of the few who must curtail somewhat because of difficulty in getting raw material.

FINALLY, nearly the whole 100% have been, are now, or will be generous advertisers in

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

For help on your specific problem, write to any recognized advertising agency

or to H. B. Muir, Advertising Manager

AD. CLUB ON THE HOG

It is reported that the Montreal Publicity Association is going into the pig business. At the regular weekly luncheon a couple of weeks ago plans were announced by which the Club will have 100 to 150 hogs feeding on a farm near Montreal in a short time to reduce the high cost of living. The scheme will be financed by a Montreal banker under the Club's auspices. Nothing is said about the disposition of the squeals, and it is suggested they might be utilized by certain publishers, who seem anxious to get their feet in the trough.

"We intend to stop the advertising of native wines, if we can, and I think we have the power," Chairman Flavelle of the Ontario License Board is reported as saying.

Mr. Thomas Bell, late manager for Western Canada of A. McKim Limited, is paying a short visit to Montreal and Toronto with his family, after which he returns to Winnipeg on account of business engagements.

Mr. Frank F. Pohlman, with McConnell & Ferguson for the last year and a half and previously having experience in American agencies, is now connected with the Hamilton Advertisers' Agency.

Mr. E. Desbarats of the Desbarats Advertising Agency, Montreal, spent a few days in New York Easter-time.

Smith Form-a-Truck advertising is going out to a list of newspapers through Thomas M. Bowers Adv. Agency, Chicago.

Mr. Rod Weir, sales manager of Fashion Craft Mfrs. Ltd., Montreal, is at his desk again after several weeks lay-up with a broken ankle. He says that despite conditions in the clothing business, which in some respects are unfavorable, Spring advertising campaign for Fashion Craft clothes will be if anything heavier than usual, and will include posters as well as newspapers.

In new contracts between the Ford Motor Company of Canada and dealers there is a clause to the effect that for every car sold the company withdraws $2 to be invested in newspaper advertising in the locality of the dealer buying the car. In the past, the company gave its dealers $3 per car for advertising purposes, with the understanding that they would place a substantial campaign in local newspapers as well as sufficient other advertising, to use up the sum.

This plan did not work out, as forty-seven per cent. of the dealers in Canada didn't spend a dollar in newspaper advertising while another thirty-four per cent. employed copy objectionable to the Ford Company. The advertising is placed by the Ford Company through McConnell & Ferguson. The dealer still receives $1 per car for advertising elsewhere than in the newspapers.

1917 AGRICULTURAL VALUES IN CANADA

In its annual estimate of farm values, just issued, the Census and Statistics Office places the average value of farm land for the whole of Canada, including land improved and unimproved, together with dwelling houses, barns, stables and other farm buildings, at approximately $44 per acre, as compared with $41 in 1916.

The average wages paid for farm help have increased substantially—in some cases to double what they were before the war. For all Canada the average wages per month of farm help during summer months, including board average $63.63 for male and $34.31 for female help, as compared with $43.23 and $22.46 in 1916.

But little change is reported in the value per head of horses, but for cattle, sheep and swine values are substantially higher than in any previous year. The total value of all farm live stock is estimated to be $1,102,261,000 as compared with $903,686,000 the final estimate for 1916. Thus in 1917, for the first time, the total value of farm live stock in Canada exceeds one billion dollars.

The Toronto Advertising Club is conducting a course in advertising for Juniors at the Toronto Central Y.M.C.A. Weekly lectures are given by representative advertising men.

E. E. Caldwell, for several years the Advertising Manager of Willys-Overland, Ltd. at Toronto, has been appointed Assistant Advertising Manager of the Ajax Rubber Company, New York.

McConnell & Ferguson have secured the account of Lowe-Martin Co., Ltd., Ottawa, distributors in Canada for the Library Bureau equipment and systems.

The advertising of Nuxated Iron (Dae Health Laboratories, New York) is now placed through the Wm. H. Rankin Co., New York Office.

Many American advertisers are using a small portion of all their advertisements to run slogans for the Food Administration, War Savings Stamps, and other Government war projects.

The advertising-famous, Dr. Munyon died suddenly of apoplexy on March 10th, at Palm Beach, Fla.

The advertising of Big Ben clocks (Western Clock Co., La Salle, Ind.) is now placed through Williams & Cunningham, Chicago.

Frank H. Rowe, formerly Advertising Manager of the Russell Motor Car Co., and for the past few years with E. L. Ruddy Co., Toronto, is now with the Blackman-Ross Company, advertising agents, New York. One of the best bits of writing ever turned out in Canada was Frank's story of the Lauder Luncheon of the Toronto Rotary Club when over $670,000 worth of Victory Bonds subscriptions were entered, after members had already taken over $9,000,000 worth. It was a story worth telling, and Rowe's version is a classic, superbly done in a booklet souvenir of the occasion by Brigdens Limited.

The Canadian Home Journal

year after year for fourteen years, has been building up a clientele of appreciative readers in the best Canadian homes.

Distinctively Canadian in its appeal, it has been an important element in the campaigns of leading advertisers to whom its value has been repeatedly proved.

That's why it regularly carries a greater lineage of high-class advertising than any other publication in its field. Already no less than 63 full pages in colors have been engaged for the issues of 1918

Member A.B.C.

First, read all about the prosperous farmers in Canada's most prosperous dairy section by sending to the Ottawa Farm Journal for their booklet on

The Great Central Dairy Belt

This section of Canada—Eastern Ontario and Western Quebec—produces annually more than one half the cheese exported from Canada, in addition to other millions of dollars worth of allied farm products. Facts and figures on each county are given in the booklet, which make it a valuable aid to the manufacturer looking for farm trade.

Better equipment will solve the farmer's labor problem. Reach the Eastern Ontario farmers through The Ottawa Farm Journal which has been their friend for 25 years. They read more Ottawa Farm Journals than any other publication. It gives a cheaper rate per thousand than any other Canadian farm paper. A.B.C. audit

ADVERTISING OFFICES

Toronto Branch Office, J. B. Rathbone, Manager, 95 King St. East.

United States—Chas. H. Eddy Co., Fifth Avenue Building, New York; Peoples' Gas Bldg., Chicago; Old South Bldg., Boston.

Five Thousand Two Hundred and Forty Seven Homes

in the Twin Cities of Kitchener and Waterloo, seventy per cent of which are owned by their occupants. The advertiser secures a guaranteed admission with his message to sixty-five per cent of these homes who uses the

Kitchener News Record

(Member A.B.C.)

The average circulation of the News Record is 3737, of which 3477 is by carrier into the homes. Most of the other thirty-five per cent of the homes see the News Record w.th greater or less regularity.

The News Record Dominates the Local Field

HIGHEST GRADE

ELECTROS

AND

STEREOS

PROMPT and EFFICIENT SERVICE

Rapid Electrotype Co. of Canada, Limited

MONTREAL TORONTO LONDON WINDSOR

Include a Subscription to

MARKETING

with your order for the new 1918

LYDIATT'S BOOK

What's What in Canadian Advertising

Now ready See page 1

(*Continued from page 15*)

naturally puzzled and need the friendly counsel of salesmen who are interested in their welfare. Large-souled, wide-visioned, salesmen are to-day steering their merchant friends past the treacherous shoals and whirlpools the war has placed in their course. In this way they are serving not only their customers and their employers, but, in a larger sense, their country also. While probably not selling as much merchandise as formerly, they are making friends and storing up good will for themselves and for their firms to be a source of profit for years after the conclusion of peace.

It is a time to make friends and connections in business, both in the buying and selling ends. If there is one element in business upon which connections are solidly built, it is service. Price cuts no figure whatever compared with real service, for price is a fluctuating and accidental factor, changing from month to month and deal to deal, whereas service is continuous and builds for all time.

It is time to leave most of one's shoddy and dishonest competition behind. Every period of prosperity and every great constructive development of products brings its substitutors and its "just-as-goods." Doing business on trickery and with every sharp practice in buying, selling and competition, they are organized for peace times only. Even now you may look around you in every field of business and calculate how many of these "just-as-goods" will last through the war.

It is a time in selling as in everything else, for the facing of hard facts, and training under hard conditions. As the young fellow who has been coddled through college goes into the army to be put into prime bodily condition and reduced to a healthy, vigorous existence on prime necessities, and as the civilian back home stops overeating and begins to separate for the first time in his life the absolute essentials from conventional non essentials, so the sales end of business must go into war training, getting down to basic things.

Much of the selling of peace times has been no selling at all, but the giving of goods and service on lines that brought no real profit or growth. Wasteful and extravagant trade customs have been encouraged where they should have been bravely faced and abolished. Now they must be faced, and reform is found so simple, so easy, so speedy, so welcome, that business men who, a year or two ago, did not have the courage to face facts, are wondering why they tolerated abuses so long.

It is time for standardization and the elimination of mere oddities devised for fancy selling advantages, freaks, foibles and fashions which served no purpose except to blind the purchasing public to real values, and saddle it with unwarranted expenses.

It is time for plain living and high thinking on the sales end, but not a time for retrenchment or suspension of activities. All business must suffer a war change. No business can probably be as it was. The unfit will perish and the fit will survive and pass on into a newer and more vigorous life when peace returns.

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OH BOYS!

WHO can drive a horse? Who can feed and tend horses? Who can milk cows? Who can hoe potatoes or weed turnips? Who can drive a hay rake or a tedder or fork hay? Who can stook grain or stack or help at thrashing? Who can do any of the thousand and one things that have to be done on a farm, often all day long in the hot summer sun?

Who is willing to do any or all these things to help the farmers of Canada raise more food for our Allies?

Every boy who will join the

S.O.S.

Soldiers Of the Soil

will have a chance to do all these things, and if he does not know how to do them he will soon learn, if he is willing and has the right stuff in him.

It is absolutely necessary that the farmers of Canada shall have not less than 25,000 boys to help on the farms this year.

Boys who volunteer in the Soldiers of the Soil will not only be paid regular wages, but the Government of Canada will present each boy who works for three months, with a Bronze Badge of Honour.

Enlist with your High School Teacher, Scout Master or Y. M. C. A. Secretary. Enlistment will begin March 17 and continue till March 23.

All boys of 15 to 19, inclusive, are eligible.

CANADA FOOD BOARD

CANADA FOOD BOARD

Ottawa J. D. McGregor, Director of Agricultural Labour

One of the series of advertisements in last month's campaign to enroll boys for farm work. 25,000 was the objective. 35,000 have been signed up

Package Problems

THERE is much complaint about the tin cans and tin foil recently furnished soiling the product. One cigarette manufacturer tells of tin foil recently used "blacking" the cigarettes wrapped in it, making them unsaleable. Another tells of chocolates and bon bons tasting of tin, having been contaminated by the foil in which they were packed. Other products packed in tin cans have likewise been soiled by "blacking" from the tin.

But this is perhaps the least of the packing troubles of the manufacturer who has been using tin cans or tin foil as containers for his product. The supply is not only uncertain. The price is practically prohibitive. Little wonder, then, that practically every packer of dry products is earnestly seeking a satisfactory substitute, if indeed the Government has not already suggested that they find one.

In some cases substitutes have been "discovered" which are proving so satisfactory that the former tin containers will never again be used. Tea packers are ordering cardboard cartons by the million, for use instead of the familiar lead packets. Coffee too is now being packed in paraffined card board cartons, which when carefully designed prove a very satisfactory substitute for the tin can, and the cost is materially less.

Dissatisfaction may result if the carton is made too small, causing the package to bulge or break open, or when it is too large, leaving too much air space, causing the coffee to deteriorate. In some cases a false sense of economy has led packers to risk their product in cartons purchased at "the best price quoted," with the result that a cheapened quality of card made a poor looking package, not strong enough, while anything less than the best paraffine understandingly used is liable to affect the quality or flavor of the product.

It seems most important that the size and shape should be carefully considered and intelligently designed, and that a good-looking, carefully made, substantial carton be secured, with price a secondary consideration. The relation of the carton to saleability of the goods is of primary importance.

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An order of the U.S. Postmaster-General provides that "effective, March 15th, live day-old chicks shall be accepted for mailing, without insurance or C.O.D. privileges, when the package in which they are contained is properly prepared and can be delivered to the addressee within 72 hours from the time of mailing." Instructions are given postmasters, railway and post office clerks, etc., that such packages shall be handled with care, no food or water to be given in transit, not to be placed in mail bags or covered with other mail matter, nor stacked for any considerable length of time unless sufficient space is left for ventilation, nor exposed to cold winds, hot sun, stoves, pipes or radiators, but so far as possible protected from all extremes of cold or heat.

Association of Canadian Advertisers Now on a Permanent Basis

Engages new Secretary and opens own office

In opening its own offices and engaging the exclusive services of a Secretary, the Association of Canadian Advertisers, incorporated, takes an important forward step which has been contemplated for some time past.

The new Secretary is Miss Florence E. Clotworthy, latterly with the Gagnier Advertising Service, and for some five years previously with the J. Walter Thompson Advertising Agency, Toronto. This experience has made her familiar with advertising practice and routine, and with Canadian media and rates, and at the same time developed a wide acquaintance with Canadian publishers, their representatives and with advertisers, many of whom speak in the highest terms of her capabilities.

MISS FLORENCE E. CLOTWORTHY
who commences her duties this month as Secretary of the Association of Canadian Advertisers, Inc. in their new office in the Kent Building, Toronto.

The offices of the Association are now in the Kent Building, Yonge and Richmond Streets, Toronto.

At the time of its organization, and for some months afterward, the work of the Association was carried on by the voluntary efforts of its officers. Later, the services of W. A. Lydiatt were engaged on a part-time basis, and his office facilities utilized in getting the work of the Association organized. Much of the success and growth of the organization during the past two years has been attributed to his executive capacity.

As the Association grew and the officers and members became more aggressively identified with its objects and activities, the services of an executive Secretary became less necessary, and it became more important that the Association should maintain its own office and staff and disassociate itself from any other interests.

Plans to this end were brought to a head when, because of other responsibilities, Mr. Lydiatt, a few months ago, asked to be relieved of the duties of Secretary. The Directors had during the past year assumed the direction and control of the organization's affairs with this advantageous change in view. The experience and knowledge of Miss Clotworthy fit her admirably for the work she will be called upon to do, under the Executive Committee's direction.

The Association is especially fortunate this year in having a strong and active Board of Directors, led by President W. M. Mackay, advertising director of Lever Brothers, a man of vision, force and constructive talent, held in the highest estimation by all Canadian advertising interests for his fine character, independence and fairness.

The work accomplished and in progress is highly valued by the steadily-growing membership, already relatively much larger than a similar much older organization of United States advertisers, whose close co-operation the A.C.A. enjoys.

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The metal bed interests of the United States are organized to carry on an educational advertising campaign to reinstate the metal bed in popular favor. It is planned to spend $450,000 in three years, raised through a tax of five cents per bed on all metal beds sold by those co-operating in the plan.

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COLING TO VANCOUVER SUN

Charles E. Coling, whose recent work as advertising manager of the WINNIPEG FREE PRESS, attracted much favorable attention, has gone to Vancouver to be business manager of the SUN. He tackles his new responsibilities and opportunities beginning April 8th. C. A. Abraham is severing his connection with the SUN.

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Lieut. John A. Gibson, a popular member of the Toronto Advertising Club and before enlistment and advertising representative of the Commercial Press, died from gunshot wounds behind the lines in France. He had been on active service for the past two years.

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Much marketing data of value was incorporated in three "Trade Expansion" supplements issued with the regular editions of the Winnipeg *Free Press* for March 6th, 9th, 13th and 16th, including a wealth of trade, production and population statistics for the Prairie Provinces.

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A booklet just sent to advertisers by the London *Free Press* reproduces national advertising which has appeared in the *Free press* to the exclusion of any other paper in its field. The showing is a remarkable one, and speaks volumes for the popularity of this hustling daily.

SOME CONSIDERATIONS IN RETAIL ADVERTISING

An address before the Toronto Advertising Club, by Milton Alexander of Detroit

IN an address before the Toronto Advertising Club a few weeks ago Mr. Milton Alexander, a retail Advertising Specialist, of Detroit, spoke of the power of advertising as a social service force.

"Let me express to you first, he said" "the basic creed of modern advertising:"

Business is not Business—It is Service to Mankind.

The function of the retailer must be regarded, primarily as that of satisfying the broad, economic requirements of an over-exploited public, so as to elevate its standard of living and to make modern life better, purer, healthier and more worth-while.

And in the development of this principle, advertising ideas of real usefulness have left their golden imprints upon our social and economic lives.

For example, the installment furniture business—the outgrowth of an advertising idea—it is a case in point; and I believe that no merchandising idea in a hundred years has been more fruitful of good to society.

It is the abuse, rather than the use of this common system that has sometimes brought it into disrepute. But I assure you that it has been a most important factor in raising our standard of living. I need only point out to you the fact that where this advertising has reached an advanced point, you will invariably find cities of homes, while other cities, notably New York, New Orleans and Boston, where retail furniture advertising has reached no high point of development are notorious cities of teeming tenements and foreign boarding houses, reeking with all that is vicious and bad.

I believe it is only fair to say that directly or indirectly advertising had been largely responsible for improving life and living as we know it.

One of the common weaknesses of the retail advertiser is his desire to inject into his copy a vast amount of extraneous nothingness which serves no purpose other than to tickle his own vanity and to provide interesting matter for the family scrap book.

Advertisers who herald their own success and prowess broadcast are like the old darky who had a bad habit of always going around talking to himself. Said a genial acquaintance to him one day, "Seth, why do you always go around talking to yourself in that fashion?" Whereto the old fellow replied "Wall you see Ah always did enjoy hearing a good speaker and ah must say that ah always did appreciate havin' an attentive audience."

All of which leads to the comment that the public is not interested in your history, or your progress or your opinions, but in what you have to sell.

Truth In Advertising

by Strickland Gillian

in THE NATION'S BUSINESS

The slogan of "Truth"
Is still in its youth,
As reading the ads. has most likely convinced you.
You possibly think
Old Truth's on the blink—
And e'en if you think it, 'tis nothing ag'inst you.

I flip the leaves of magazines and look
the pictures o'er
And of exaggerating ads. I keep a
faithful score.
I note the cheaper motor-cars filled up
with hosts of folk—
Just anyone that's motorwise can't help
but catch the joke.
To put so many people in the car itself
would make
The thing flow o'er at every pore—that
is one awful fake!
The answer? Why, some maker wished
to fib a little bit,
And they who had the space to sell were
roundly paid for it.

Now who, in life, has ever seen a woman
smile and smirk
At mopping up, or dusting rugs, or any
other work?
Who ever saw her kneading bread or
washing clothes, the while
She advertised some dentifrice with
sweet and happy smile?
And yet they want us to believe that
when Blank's dope she uses
She simply chortles at her jobs—such
stuff our faith abuses!
Get me again; The maker wants to fib
a little bit,
And ad. solicitors declare; "Let be!
He pays for it!"

No children weep for breakfast food of
any brand or breed.
The little rascals bawl for sweets, but
loathe all other feed.
No female filled with self-respect would
pose in corsets clad;
While family groups in union suits
would make a sunbeam sad
One cannot get pianofortes by solving
brainless puzzles—
Some shrieking advertisers ought to be
supplied with muzzles
These are the facts; Some big concern
would spoof the world a bit,
And tills anaemic sigh; "Spoof on, if
you will pay for it!"

Our decent lads and decent girls, as
everybody knows,
Don't sit around with silly grins comparing near-silk hose
Who ever saw a woman laugh who
swung a varnish brush
It makes the world wise exclaim, "O
pish, and maybe tush!"
There can't be fourteen tires best of all
such circlets made.
Day-laborers don't scowl at clerks for
what those clerks are paid!
Lies can't be dodged. Some enrolled
folks would stretch the truth a bit,
And money-hungry counting-room
ax. "Stretch but pay for it!"

The slogan of "Truth"
Is still in its youth,
As reading the ads. has most likely convinced you.
You possibly think
Old Truth's on the blink,
And e'en if you think it, 'tis nothing ag'inst you.

Clever ads. are sometimes the most impotent.

Bright ideas do not function unless they serve to shed light upon the article advertised.

I want no copy of mine to bring forth that bromidic remark "What a clever ad." I'd much prefer it to suggest: "Now there's an article I'd like to buy." The moment the attention of the reader is concentrated upon the make-up of the ad. itself it is diverted from the article or service advertised, with a corresponding loss in sales-value.

Every retail ad., broadly speaking must do these three things, and if it fails in any one of the three it does not function as efficiently as it might and should. It should, first, tell what it has to sell; second, what the article or service costs; third, where it can be secured, and after these three points have been brought out in bold display, the ad. may proceed to present the details in its own leisurely way.

Let me say right here, that, except under unusual circumstances, no retail advertisement should fail to carry a price-mark. The price need not be boldly displayed but it must be mentioned, because that—and that only—can serve to give final and definite evidence of the peculiar market the article aims to satisfy. I assure, moreover, that this applies equally in the case of a high-priced article and in that of its popular-priced brother.

There is, to be sure, a very genuine danger in the over-display of any one price, as was done in the case of Uneeda Biscuit, Style-plus clothes, Ingersoll watches, Big Ben, and any number of other articles the names of which will instantly occur to you, and it is due to such an over-display that we are to-day confronted with the spectacle of a dollar watch being sold everywhere at $1.25.

Perhaps, the most important point in the development of good retail advertising is the discovery and presentation of the basic appeal. Many suggest themselves quite naturally for they are founded upon an understanding of the five senses. So it is that in advertising talking machines, one naturally enough plays up the tone qualities; and similarly in advertising clothing the appeal is to style; mattresses suggest comfort; perfumes suggest an appeal to the sense of smell, and jewelry suggests beauty or an appeal to the eye.

But in many cases the appeal is not so readily discernible and it becomes necessary to bring into play the keenest powers of analysis and instinct. Every article—no matter how inferior it may be as a unit, carries within itself certain definite points of superiority, and it is the business of the advertising man to discover these and present them in the strongest possible way, for

ABOVE is a facsimile of the latest Robert Simpson Catalogue. It is the largest printing job yet handled by a Canadian printer—over three-quarters of a million copies and close to 300 pages. Color work, black work and binding handled entirely by our special Mail Order plant, and without interfering to the slightest extent with our other work. The binding operation and delivery required less than one month. ¶ These results simply demonstrate what is possible with a well equipped plant, manned by experts, and properly organized—they are obtainable only with an intelligent interest in their work on the part of our Southam Press "Family."

SOUTHAM PRESS LIMITED

CANADA'S LEADING COLOR AND MAIL ORDER PRINTERS

TORONTO AND MONTREAL

QUALITY, RELIABILITY, ECONOMY

THESE MOST IMPORTANT POINTS
HAVE
MADE THE REPUTATION
OF

Luxacoted Porcelain Book

AND

Red Seal Coated Book

SECOND TO NONE

THE ECONOMY IN USING HIGH-GRADE COATED PAPER
IS PROVEN BY THE EVER INCREASING DEMAND
FOR THE ABOVE QUALITIES

PROTECTED BY REGISTERED TRADE MARKS

MADE IN CANADA AND SOLD ONLY BY

RITCHIE & RAMSAY, LIMITED

TORONTO
CANADA

Western Agents: John Martin Paper Co., Limited, WINNIPEG

(*Continued from page 30*)

as has oftentimes happened the very weakness has been developed into a positive talking point.

Many advertisers in an effort to secure for their copy a note of dignity and distinction all too often give to their advertising too little peronality—they rob it of its liveliness and virility. It is not necessary for any ad. to be weak and aenemic in order to be clean and dignified, any more than it is necessary for a man to assume the marks of effeminacy in order to remain clean in body and in mind.

Readers resent affectation of all kinds in advertising as in everyday life.

Let me here make a plea for more effective illustration of retail advertisements. We are all familiar with the work of the great masters—Michael Angelo, Raphael, Rubens, and others—but how many can recall the literary contemporaries of these men. The message of the ages has come down to us through the medium of the brush—and many delicate shadings of thought and impulse have been made possible that would have been forever denied us if the printed word were alone depended upon. It is false economy to begrudge the expenditure of a few dollars for adequate art work, when the value of the advertising space, costing many times as much, would be so infinitely increased in value through its judicious use.

No discussion of retail advertising would be ample, believe me, without a consideration of the use of the comparative price and comparative value appeals. For my part, let me say right here that I believe it has been the constant emphasis upon this practise that has served in many cases to divert public attention, from the more urgent, more grossly-violative examples of dishonest advertising. I believe that when an article is reduced in price it is the part of honesty to state that fact, just exactly as it is the part of honesty to mention the other merits of the article advertised. I believe that no other means can give as adequate idea of value—I believe that its use represents the application of the law of least resistance to advertising.

But do not misunderstand me—I am defending the use of the comparative price and comparative value appeals only when they are honestly made. When they are dishonestly made they provide ample means of bringing the offender to time under the statutes.

You have doubtless heard the statement made many times that advertising is merely printed salesmanship, although nothing could be further from the case. Good salesmen, except in rare instances do not make good advertising men. Because, the advertising man, and especially the retail advertising man—must lay claim to these things in addition to a knowledge of what is commonly called: salesmanship. He must have an understanding for and appreciation of, art; he must have a knowledge of rhetoric and literature, and possess the ability to express his thoughts forcefully and well; and, finally, he must be able to consider all advertising problems from a psychological and objective angle. This is as much a matter of instinct as it is of training, and one who can think in these terms—and he alone, is able to bring to the complex advertising problems of the time, the wise and correct solution.

ABOVE-BOARD CIRCULATION

Publications listed below merit special consideration because their circulation records are subject to regular and rigorous examination by the Audit Bureau of Circulations. Present day advertisers want to know more than vague figures indicating volume of circulation. They want complete details, including facts indicating value. Bills for all other purchases are carefully checked to verify delivery; why not advertising bills similarly? The figures quoted below represent the average circulation shown in each publisher's latest A. B. C. Report. A complete analysis, including all essential facts, is given in detail in complete A.B.C. Report which should be secured from publisher.

DAILY NEWSPAPERS

Edmonton, Alta., JOURNAL 17,115
The one outstanding daily in Central and Northern Alberta.

Brantford, Ont., EXPOSITOR (E) 7,561
In a city of 5,900 homes has a guaranteed local circulation of over 5,500.

Kingston, Ont., BRITISH WHIG 5,633
Only A. B. C. paper in Kingston or district. A 2c. evening paper selling solely on its merits.

London, Ont., FREE PRESS 38,071
Produces best results for most local, national, classified advertisers, provable.

Ottawa, Ont., CITIZEN (M. & E.) 30,053
Protects legitimate advertisers by refusing liquor and all medical advertising, etc.

Stratford, Ont., HERALD (E) 3,303
Only A.B.C. paper. Largest circulation, both total and local, and steadily gaining.

Moose Jaw, Sask., TIMES (E) 7,237
Largest circulation in its trading territory, Oldest, largest and best medium.

MAGAZINES

CANADIAN COURIER (Bi-W) Toronto 50,000
Now goes into one in ten English speaking urban homes in Canada.

CANADIAN HOME JOURNAL (M) Toronto 27,111
During 14 years has been building up a select clientele of loyal interested readers.

EVERYWOMAN'S WORLD (M) Toronto 119,149
The dominant selling medium in all cities, towns and villages throughout Canada.

AGRICULTURAL MEDIUMS

CANADIAN COUNTRYMAN (W) Toronto 37,767
Editorial weight. Large circulation. Record of results.

CANADIAN FARM (S.W.) Toronto 22,976
A farm paper for the producing farmers with the most complete market service in Canada.

if you want to know—

How to write letters that win
How to collect money by mail
How to pave the way for salesmen
How to use the mails for dealers
How to get up a mailing list
How to get mail-order results
How to organize direct-mail work
How to conduct a real follow-up

then you should be a *Mailbag* reader

THE MAILBAG is an independent journal, devoted exclusively to the furtherance of Direct-Mail advertising. It is edited by Tim Thrift, who for fourteen years has been closely identified with the development of Direct-Mail advertising. His experience has brought him in contact with hundreds of successful Direct-Mail campaigns — experiences which profit MAILBAG readers.

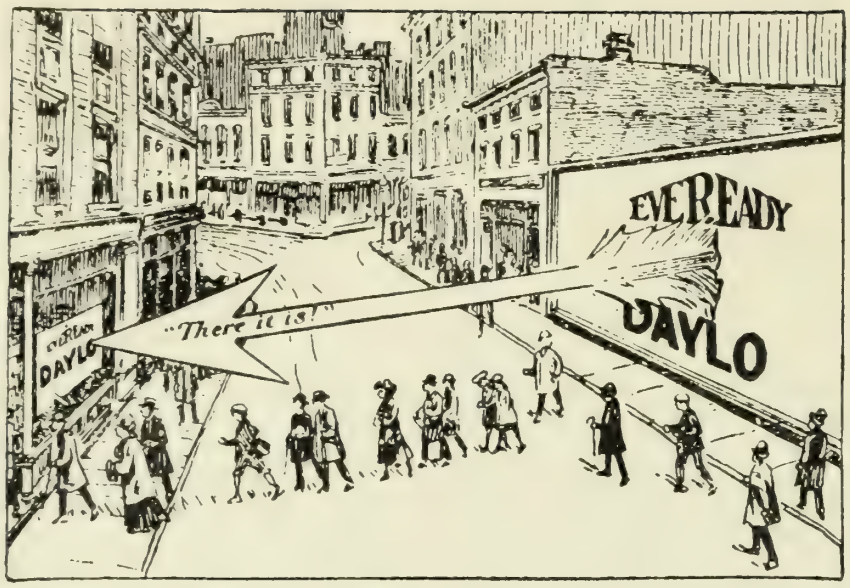
No magazine so completely covers the Direct-Mail field. Mr. Thrift's wide acquaintance in the field of advertising affords him excellent opportunity to gather inside stories of resultful campaigns — stories that otherwise would never have been told.

A single little pointer along the lines of any of the subjects named above may mean the difference between success or failure of a campaign. One single new idea may mean big dividends to you if you own the business, or an increase in salary if you work for someone else.

THE MAILBAG costs you a dollar a year, and if you're not satisfied that it's the biggest dollar's worth ever—just say so and you'll get your dollar back!

Pin a Dollar Bill to this advertisement

Mailbag Publishing Co., 1800 E. 40th St., Cleveland, O.



DEALERS APPRECIATE THE NEIGHBORHOOD INFLUENCE OF POSTERS

"BACK of this new campaign we shall establish a Poster Campaign that will say "Eveready Daylo necessity" more powerfully than it has ever been done before."

This is one thing the Eveready management has learned from experience (read article in this issue of MARKETING).
Profit by their experience and harness the power of posters to move your goods.

Poster Advertising Association of Canada

W. W. SCANE, Secretary, CHATHAM

OFFICIAL REPRESENTATIVES

Harry Duker, Limited	Vancouver, B.C.
A. R. Kent	304 Kent Building, Toronto, Ont.
London Bill Posting Agency	London, Ont.
The Lindsay-Walker Co., Limited	Winnipeg, Man.
E. L. Ruddy Co.	11 Wellington St. East, Toronto, Ont.
Wadsworth Nathanson Co.	501 C.P.R. Building, Toronto, Ont.
Canadian Poster Company	Lewis Building, Montreal, Que.

(*Continued from page 33*)

At this point let me tell you the story of the old English merchant, who having acquired a fortune through the use of advertising, lay upon his death bed. His wife, thinking in his final hours, to interest him, said to him: "John, have you any request to make as to what you want us to have carved upon your tomb stone?" The old man raised himself on his arm, and replied: "No, Maria, the text ain't very important anyway, so long as it has plenty of white space and is well displayed."

The time is coming—and coming rapidly—when advertising will be a mark of standing, of dignity, or responsibility, of courage, of confidence and of faith, and when no store can hope to achieve even a nominal success without using it wisely and generously. The man who advertises literally lifts himself out of obscurity, and standing forth into the lime-light, shouts to all the world: "Here am I."

To quote Herbert Kaufman: "Thieves don't believe in visiting cards. Only an honest man and an honest product dare to bear a name in the open. Advertising is more than money's worth—it is money's worth, plus guarantee. It is the detective force of retailing—it arrests dishonesty. Widely-known men and articles can't misbehave, because if they do everybody talks about them."

I believe that advertising, by the influence it is exerting upon our modern life in all its phases, and by the part it is playing in winning the war for democracy, is justifying itself as we never before dared to hope that it might. I believe that just as the national governments have provided departments of commerce, and of labor, and of agriculture, just so they must eventually create a duly-authorized department of publicity and advertising, serving not only to dessiminate information of national interest, but to act as a supervisory force over one of the most essential fields of modern endeavor.

* * *

Large institutional copy is just going out to newspapers for Ames, Holden, McCready Co., Montreal, through Smith, Denne & Moore, advertising agency.

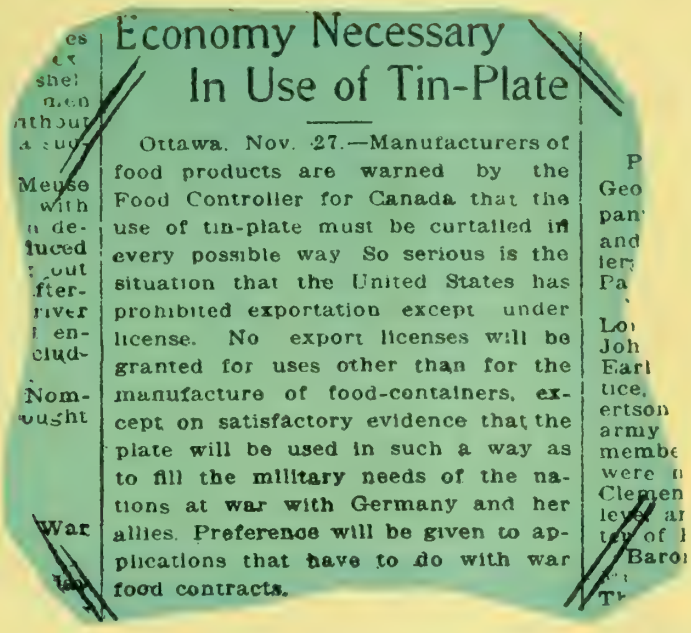
* * *

An extensive campaign is being conducted in British Columbia by the Callopy-Holland Advertising Co. Limited for the Empress Manufacturing Co. Ltd. The idea of the campaign is to induce the housewife to purchase coffee in a new paper container to save tin for the Allies in accordance with the suggestion of the Canadian Food Control Board. It is announced that sales of Empress Coffee have nearly doubled within the three months since the campaign started.

* * *

The Callopy Holland Advertising Co. Limited of Vancouver, are making contracts with a number of Canadian newspapers and magazines for spring and summer advertising for the Pacific Northwest Tourist Association. The Tourist Association is subsidised by the Governments of the Province of British Columbia and the States of Washington and Oregon.

Your Problem?



Economy Necessary
In Use of Tin-Plate

Ottawa, Nov. 27.—Manufacturers of food products are warned by the Food Controller for Canada that the use of tin-plate must be curtailed in every possible way So serious is the situation that the United States has prohibited exportation except under license. No export licenses will be granted for uses other than for the manufacture of food-containers, except on satisfactory evidence that the plate will be used in such a way as to fill the military needs of the nations at war with Germany and her allies. Preference will be given to applications that have to do with war food contracts.

Our Solution!

Pack Your Products in

CARDBOARD CARTONS

SANITARY ATTRACTIVE

Suitable for tea, coffee and other non-fluid food products heretofore packed in tin. Ask our special service department to submit suggestions, without obligation to you.

RUDD PAPER BOX CO.

LIMITED

372-374-376 RICHMOND ST. WEST

TORONTO

The Latest One!

Shall we send you a copy?

A new "Office Specialty" Catalog—this time of Filing System Supplies.

Just off the press—and beautiful with its dignified embossing and gold decoration—a catalog you'll surely keep.

Inside—there's filing system lore aplenty.

Filing and Record Keeping Systems for the Sales-manager, the Ad man, the Purchasing Agent and the Credit man.

Systems for the Insurance House, the Real Estate Broker, the Banker, the Mail Order House, and the Retail Merchant.

Filing and Record Keeping Systems for *every* business and for *every* purpose.

Systems that are up-to-date—bared of all dead-wood and non-essential operations.

Practical, workable systems that save time, money and conserve energy—both for you and your staff.

Big business is built on doing things the *one best way*. There's one best way to file—and you want to know it. With a copy of this "Office Specialty" text book on Filing System Supplies you can.

It's too costly, frankly, to permit of indiscriminate distribution. We'll send a copy gladly, though, to any executive writing on his business letterhead.

Tell your stenographer now to get off a letter-request to-night. Address nearest branch, please, for quick service.

THE OFFICE SPECIALTY MFG. CO., LIMITED
Home Office NEWMARKET Canada

Filing Equipment Stores at :

Toronto Montreal Ottawa Halifax Hamilton Winnipeg Regina Edmonton Vancouver

OFFICE SPECIALTY

LABOR SAVING OFFICE DEVICES — "O and E" — TIME IS MONEY

FILING SYSTEMS

Marketing
and Business Management

Edited by
W.A. Lydiatt

YOUR MARKET
Is in the Minds of Your Customers

Even if you are oversold; even if you are unable to fill your orders; remember that the market for your goods is a state of mind as far as your customers are concerned, as well as a physical fact.

You must retain your hold on the minds of your customers.

Perhaps you have withdrawn your men from the road, and this is an additional reason why you should not cease to court their good will, unless you are willing that your competition should have the advantage in post-war trade.

Advertising is more than ever a necessity under present conditions—as well as good business insurance. Consult us on the subject.

A. McKIM LIMITED

MONTREAL TORONTO WINNIPEG LONDON, ENG.

PUBLISHED AT TORONTO, CANADA

20 Cents a Copy

MAY 1918

$2.00 a year

Does Your Advertising "Get Across"

?

HOW can you logically expect a reader to be attracted by an advertisement which shows about as much life and animation as an Egyptian mummy. Would you? The function of advertising is or should be to promote service or sales. It is putting the breath of life into the printed word. Why then not give to your advertising—your salesmen-in-print—the same essential qualities of energy, enthusiasm, conviction, which are so successful in a personal canvass?

If you do not know how to do this yourself, why not put it up to us? Our success in handling the advertising of some of the largest and most outstanding firms in the United States and Canada is the best possible guarantee of our ability to help you. Much of the attractive advertising now appearing in the newspapers and magazines is the product of this agency.

If you are looking for such Agency Service, we shall welcome your inquiry.

SOME OF OUR CLIENTS

Arlington Collars
Brunswick Phonographs
Canadian Chewing Gum Co.
(Black Jack—California Fruit—Chiclets)
Cudahy Packing Company
(Old Dutch Cleanser)
E. W. Gillett Co. Limited
(Magic Baking Power)
Gossard Corset Company
Monarch Knitting Company
Northrop & Lyman Company
Pedlar People
Shredded Wheat Co.
Steele, Briggs Seed Company
Tip Top Tailors
Upper Canada College
Waltham Watch Company
Williams Piano Company
A. R. Williams Machinery Company
Wilson Fly Pad Company

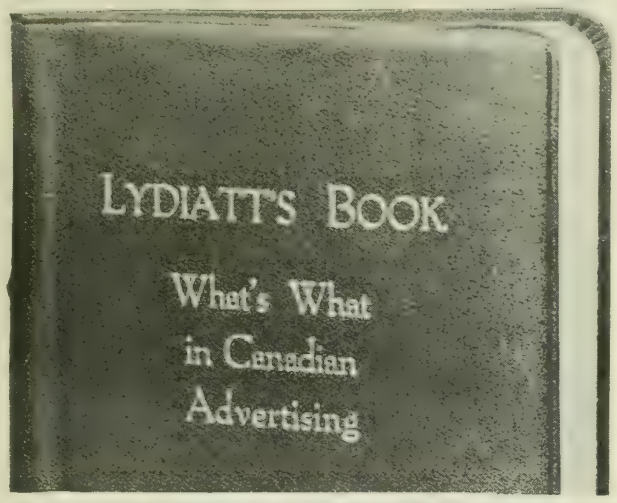
NORRIS-PATTERSON

LIMITED

Advertising Agency

MAIL BUILDING

TORONTO



Advertising Questions Answered

You Who Buy Advertising in Canadian Mediums

Be sure and get a copy of the

1918

LYDIATT'S BOOK

"What's What in Canadian Advertising"

5th Annual Edition **$2.00 a Copy**

Many changes in rates, in closing dates, publication sizes, frequency of issue, and in the relative standing and costs of competing mediums, many important new market statistics—literally hundreds of details and changes necessary to bring your information up-to-date—all accurately recorded and conveniently arranged in this wonderfully comprehensive little book.

ADVERTISERS' COMPLETE GUIDE TO THE CANADIAN MARKET

Characteristics each province and principal cities, describing their industries, resources, etc.; census manufacturers and agriculture, statistics population, (distribution race, religion, ages, occupations, earnings, urban and rural, dwellings and families, etc.); bank clearings, customs revenue, building activity, number autos, retail stores, industrial payroll, etc., by cities; imports and exports;—thousands of conveniently condensed, up-to-date figures indicating trade conditions and market possibilities.

ACCURATE DATA CANADA'S ADVERTISING MEDIUMS

Correct 1918 advertising rates, most reliable and complete circulation figures (indicating local, out-of-town, net paid and gross average separately, compared with year previous); column sizes, etc., all daily newspapers; which use mats and unmounted plates; similar data all magazines, agricultural, religious, trade and other class publications; cost poster and street car advertising by cities, number posters required, etc.; valuable suggestions for handling window displays, sampling, demonstrations—all facts essential to intelligent handling of advertising appropriations.

VALUABLE REFERENCE FACTS

COPY-WRITING, ENGRAVING, TYPE, DISPLAY, PROOF-READING, ETC.

Preparing copy to suit medium; selling power various kinds copy; description, specimens, cost various kinds engravings and how to order them; hints type selection with handy specimens most popular display types; table words per inch various type sizes; paper and envelope sizes; printing costs; proof-reading marks; color laws; uses and costs electrotypes, stereos, matrices, etc.; postal rates; customs charges; trade mark and copyright regulations; express rates, etc.—all things needful to know yet hard to remember, conveniently combined in the one book.

AUTHORITATIVE RATE BOOK OF CANADIAN ADVERTISING MEDIA

More accurate and complete information as to rates and circulations of all publications than is found in the files of many agencies. Hundreds of the largest advertisers and agents in Canada, the United States and England rely on it very largely for the information they need in selecting mediums, making contracts, preparing copy, investigating the market. Even the best informed find it a dependable, time-saving, ready-reference. "We find it absolutely necessary in our work," say the advertising agents of Ivory Soap, in ordering this year's edition. A handy, pocket-size book, leather-bound, containing all the facts and figures busy advertising men constantly need. Everywhere recognized as the authority on Canada's advertising mediums. Not an agency directory or catalogue, but an absolutely independently compiled data and rate book for advertising buyers. Order your copy now.

Sent postpaid, on receipt of the price, $2.00

W. A. LYDIATT, Publisher - 53 Yonge Street, Toronto

Marketing in Canada

WE put this question to national advertisers and advertising agency men: "Do you know of any other magazines in Canada—or any class of medium, for that matter, better "Sold" to subscribers and the public, and to national advertisers and agency men, *by publicity methods and salesmanship*, than are MACLEAN'S MAGAZINE and FARMERS' MAGAZINE?"

MacLean's Magazine is a Good Magazine

IT is good editorially, good in the matter of its contributors, in its art features, in its departments, in its clientele of readers. It is not only Canada's most largely circulated family magazine, but it is its *strongest* magazine.

60,000 Copies

are being printed—every copy necessary to fill orders. Yet the rate is based on 40,000 circulation, A.B.C. basis. New covers, new stock, and a larger issue are other points to note. Publicity in a virile medium of influence has double value.

Farmers' Magazine is semi-monthly

THE change from a monthly to a semi-monthly was made (1) to give readers more material—this since agriculture has become Canada's big business, and (2) to give advertisers more frequent access to a market that is so potentially rich. FARMERS' MAGAZINE goes to the richest class of farmers in Canada.

Semi-Monthly

Issue dates are the 1st and 15th of each month. Rate is based on 25,000 circulation. This is to be remembered: What subscribers to FARMERS' MAGAZINE do to-day their neighbors do to-morrow.

A CAMPAIGN of page spaces, page every issue (36 insertions in all) for a full year, in these two magazines, costs $3,578.40—about $300 a month. For this very moderate sum a national campaign of real influence, covering both urban and rural Canada, can be maintained. This publicity is effective on both CONSUMERS AND DEALERS.

Send for a copy of THE INTERPRETER a special publication that will give you some new thoughts and views about advertising in Canada It is a challenge to intelligent space-buyers and agency men. Free on request.

The MacLean Publishing Company, Limited - - Toronto, Canada

Also at Montreal, Winnipeg, New York, Chicago, Boston, and London, England

MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO DOLLARS A YEAR

The Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor

Vol. XII, No. 3 TORONTO, CANADA MAY, 1918

GOVERNMENT SHOULD NOT BE EMBARASSED BY IMPORTUNATE PUBLISHERS

Department officials should be left free to avail themselves of advertising agents' services, without penalty, if such service helps in any degree to achieve the objects of campaigns. No reason why Government should not buy space on terms as favorable as are extended to patent medicine and stock-jobbing people.

GOVERNMENT departments are now doing business with publishers all over Canada through the publishers' recognized general agents at regular commercial rates.

We have heard of only one publisher who has refused to accept Government advertising through these channels, and of comparatively only a few publishers who express any objection to Government advertising coming to them in this way and at such rates.

Most publishers place the interests of the country above their own profit—even if they do not recognize the fact that Government campaigns as handled by experienced advertising agents prove more successful than campaigns otherwise handled, and therefor tend to encourage a more extensive employment of advertising in furthering the Government's war purposes.

The special arrangement urged upon the Government by the Canadian Press Association last fall, by which the Government was required to pay a surcharge for the services of the publishers' agents, resulted in added and unwarranted expense. The total amount paid the Canadian Press Association, according to reports published in the daily press, was $207,093. Of this a total of $161,519 was received by the newspapers and magazines for space used within a period of a few weeks. The larger dailies received $1,000 to $3,000 each, or approximately $200 to $600 *more* than they willingly accept for the same amount of space used to advertise various patent medicines and questionable stock promotions.

Would any publisher have the nerve to argue that the patent medicine people should be able to buy space in any newspaper in Canada for less money than a Government which is using advertising space to borrow money to pay its war bills?

Yet in the same issues of many newspapers with the big inspiring messages of the Government, urging economy and sacrifices to help the country, were advertisements of patent medicine makers for which these newspapers were paid 15% to 25% less than was "demanded" for Victory Loan copy, on top of which the Government was required to pay for the services of the publishers' agents.

Self-sacrificing! Public service! Co-operation! Indeed.

On a basis of cold-blooded business haggling the Government was entitled to a better deal. Almost any big advertiser who was prepared to place contracts for a like amount of space to be used in the same period of time could bargain for better rates with nine-tenths of the publications in Canada. And the agency would be allowed the usual commission—gladly. You betyu! It's done in the best regulated publishers' offices when such big contracts are in sight. Ask any experienced space-buyer.

DISCOUNTS DIRECT

With a few exceptions, newspapers generally allow a discount equivalent to agency commission to certain patent medicine and other advertisers on the "preferred" list, who place their contracts direct. Not one of these advertisers uses as much space in two years as the Canadian Government used in a few weeks. Yet when asking that Government advertising be taken out of the hands of the publishers' agents is there any suggestion that the consideration shown this "preferred" list should be extended. Not that we have heard mentioned. Can it be that the Government is not a "preferred" advertiser, entitled to every consideration or concession extended to anyone? Apparently not.

It should be clear that the irregular arrangement by which advertisements for the Victory Loan netted publishers so much more than they get for ads of oil stock promotions was not made with the knowledge and approval of all publishers. This must be evident from the opinions quoted in last month's article. They were led like lambs to the slaughter of their self-respect. The scheme was that of the "ring" which is said to so largely dictate the policies and rulings of the Canadian Press Association, and by no means represents the attitude of publishers generally. Little wonder so many of them now protest as they realize the way in which they have been compromised.

NOT FAVORED AT OTTAWA

Department officials do not take at all kindly to the suggestion that the present arrangements for handling Government advertising should be disturbed. They welcomed the attitude expressed in the protest and telegrams from representative publishers, which were quoted in last month's MARKETING. It was in striking contrast to what they had been told would be the general attitude of publishers toward Government propaganda advertising if placed in the customary manner through publishers' agents.

They value the services of these agents, who have contributed greatly to the success of various campaigns. They see no justification for the proposal that Government departments should be denied the services of these agents, except under penalty of a surcharge over regular schedules of rates. In maintaining their right to deal with all publishers on the customary basis and through established trade channels these officials are entitled to every support. It would not be surprising if they grew wrathy over the attempts to upset their plans and arrangements and penalize the war-winning efforts of the Government. The views of the more patriotic and broad-minded publishers, as published last month, cleared the atmosphere. They carry assurance that the whole-hearted co-operation

of most publishers can be counted on without special arrangements or extra expense.

The views of representative advertisers are entirely in accord with those of representative publishers from Halifax to Vancouver, as published last month. Commenting on the article in last issue, President Mackay of The Association of Canadian Advertisers Inc. writes.

"In times like the present when the safety of the Empire is imperilled and when every dollar counts, I consider that Government advertising should be treated exactly the same way as national advertisers, and very much so when one considers the amount spent by the Government and the enormous space used.

For national advertisers their rates include a service fee to the advertising agents as a return to the agents for the amount of work they do on behalf of the advertiser. It is not the papers who pay for that service, but the advertisers, because that is included in the charges made by the press.

That situation has been clearly set forth in a letter by the Ottawa newspapers, quoted in "MARKETING" for April, and I am glad to see that there are certain men of large heart and filled with a truly national spirit who object very strongly and rightly to the propaganda that has been looming ahead to charge the Government excessive rates, and the Government, in turn, to pay the advertising agents for the work they perform in connection with the Government advertising.

It appears to me to be an extension of the principle adopted by the Toronto quartette of newspapers against national advertisers located in Toronto, and I think it high time that the Government took a firm stand in the matter and controlled such newspapers in war times.

One aspect of the case is the inflated circulation of many newspapers by competitions and other schemes in which they give away pianos, automobiles, etc., inflating the circulation beyond the ordinary requirements of the district, and the ultimate bearer of the burden is the advertiser!

Such inflated circulation is an enormous waste of labour, paper and material, especially in war times like these, when our resources should be conserved to the utmost."

H. N. Cowan, President of the Cowan Company says: "The Government should not pay newspapers their gross card rates or a surcharge for agency service, but should buy advertising from the newspapers at the very lowest rates, and if the business is placed through an agency, the newspaper should pay the agency's commission."

"I can see no reason," writes another prominent advertiser, "why the Government, either Dominion or Provincial, should be called upon to pay more or any different charge, than the newspapers in general already charge the individual national advertiser. It would seem to me that any additional levies beyond their published rates to individuals is an attempt at profiteering at the expense of the Government so charged, and incidentally against the people that Government represents.

"The Government should be able to buy newspaper space on terms which to say the least should be as favorable as those extended to sellers of mythical oil wells and fraudulent patent medicines" says another. "If I were a buyer of space for the Government, and were asked to pay card rates plus agency commission, I would find a great delight in making an example of some pious and avaricious lip-patriot."

Last month's article also brought the following comment from a large user of newspaper space:

"The sale of advertising space in Canadian newspapers seems to be governed by precisely the same considerations as influence many other businesses. These considerations can be summed up briefly in the popular phrase "charge all the traffic will bear."

Some newspaper publishers thought that the news print manufacturers had been charging "all the traffic would bear" for some little time—thereby making exorbitant profits at the expense of the newspapers generally. Accordingly the newspapers urged the government to restrict the profits of the news-print manufacturers—and increase those of the publishers—by fixing a definite maximum price for news print.

It seems then that while the policy of "charging all the traffic will bear" is usually adopted by publishers when they are selling, these same publishers protest strongly against such a policy when they are buying— even going to the length of soliciting governernment interference.

He is a poor player who, when he is at the bat, wants to change the rules of the game which were in force when he was in the field. Yet, many newspaper publishers apparently want to do this very thing.

Newspapers have a certain definite rate for ordinary commercial advertising. For what is classified as 'legal' advertising, another rate is charged—in some cases two or three times higher than the commercial rate. Why this difference? Presumably because 'legal advertising' is the kind of traffic which will bear this extra charge. The commercial advertiser has the privilege of advertising or not advertising according as he sees fit. But in certain instances, the law demands that certain announcements shall run in the newspapers—announcements which are classified by the newspapers as 'legal' advertising. As this latter advertiser has no choice in the matter, he must advertise whether he wants to or not, so why not charge him a higher rate?

Again, many newspapers apply to financial advertising a higher rate than applies to commercial adver-

(*Concluded on page 22*)

THE ISSUE IS CLEAR

Either advertising space is a commodity, having a definite market price to all comers, or it is not.

Either advertising agencies are the recognized official solicitors of the publishers, having clearly defined functions, duties and rights, or they are not.

Either publishers' rates as set forth in their rates cards, include a fixed and uniform commission to these recognized agents, as payment for the services they perform, or they do not.

Either advertising can be bought as a commodity, when required by the Government, at prevailing market prices, through the customary channels, without personal, political or patronage considerations, or it cannot.

Either non-political advertising done by the Government represents a business-like purchase and use of a commodity through established trade channels, purchasable on the same terms open to any business institution requiring the same commodity—or it represents "little crumbs of patronage in the way of advertising," as some publishers view it, dispensed for political services rendered, without consideration for the value of the service involved in the space used.

BRITISH CHAIN STORES AND THEIR PLACE IN MARKETING

Written for MARKETING by VAL FISHER

THE British market is by far the easiest in the world in which to obtain quick distribution. Beyond the tariffs governing the import into the country of certain goods, there are practically no barriers. One national law operates over the whole thing. There are no internal State laws prohibiting the sale of an article in one section and permitting it in another. Operating from a given point, salesmen can cover the whole field quickly, goods can be delivered to furthermost points within a few days and through the national newspapers which percolate into every part of the field, an advertising campaign can be launched which would cover the whole ground in a marvellously short time.

In many trades the Chain Stores are a great factor in securing quick distribution. With a few notable exceptions they are not unfavorable to proprietary lines backed by good advertising to the consumer. The manufacturer of a proprietary line selling to the Chemists, for instance, can, upon giving proof of the adequacy of his advertising plans, secure distribution to 867 Chemists by only six transactions with leading Chain Stores. Chain Store firms are, of course, quick to substitute when the manufacturer has created the demand, but in spite of this, experience shows that in the Druggist's trade, at any rate, the average Chain Store branch does a far larger trade in proprietary lines than does the average single shop Chemist.

In the following tables I give details of the Chain Store firms owning branches in some of the principal trades. It will be understood that for every firm owning 30 branches there are several owning 10 to 30, and a much greater proportion owning 2 to 10. Lest these figures should give the reader the impression that the Chain Stores have a virtual monopoly I would say that while Chain Stores serve approximately five millions of the population, 24,000,000 are served by the small retailer. The Co-Operative Societies in the United Kingdom own approximately 6,000 retail shops, and while they are continually adding to the number of proprietary lines (mostly substitutes) manufactured by them, they usually show themselves ready to take up any new line for which the manufacturer has or is creating a consumer demand.

In this article I have dealt only with the Chain Stores in a few businesses. I shall, however, be glad to give readers, through the Editor of "Marketing," detailed information concerning other trades.

DOES the establishment and growth of the chain store system in Great Britain and the United States portend a similar development in Canada. If you think so, then this article will prove interesting to you, as it will also to any manufacturer who looks to the retailers of Great Britain as another possible outlet for his goods.

Val Fisher is Director of the Advertising World, London, England, and a recognized authority on advertising and distribution in the British Isles and British Overseas Dominions. He is a member of the London Chamber of Commerce, Associate Member of the American Chamber of Commerce in London, and probably the most frequently consulted man in England on questions relating to advertising and selling.

EXPLANATION OF INDEX MARKS:

* Sell only goods of own manufacture.
† Feature own goods but stock other lines.
¶ Buy in the open market.
‡ Not all under one name.
A Estimated, not verified by firm.

The total number of Boot shops in the British Isles is 46,800, of which 6,050 are in London. 40 Chain Store firms own between them 2,500 shops.

1. Also does a big wholesale business.

10, 15, 20, 27. Many branches are huge establishments.

2. These firms operate from 20 to 80 shops each but definite information was not available.

There are in the United Kingdom 66,500 Grocers, 3,150 of whom are in London. 66 firms control 5,200 shops.

It should be pointed out that particularly in London we have many firms owning less than 30 Branches, but who, by reason of such branches being big establishments in themselves, have a much greater buying and selling capacity than many of the firms listed below.

A manufacturer seeking distribution to British Grocery Stores should not omit to take into account also the Dry-

Boot & Shoe Dealers owning Chain Stores with 20 or more Branches.

	Name of Firm	Head Office	No of Branches	District Served
1.	Freeman Hardy & Willis Ltd.	Leicester	470†	British Isles
2.	Stead & Simpson Ltd.	Leicester	240†	British Isles
3.	Lennards Ltd.	Bristol	200†	S. & W. England
4.	S. Hilton & Sons	Leicester	124†	Midland Counties
5.	J. Frisby	Leicester	120	Midland Counties
6.	J. Sears Ltd. (Trueform Boots)	Northampton	100*	British Isles
7.	Upsons Ltd.	London	82¶	London Sub.
8.	Abbott Bros. Ltd. (Saxone & Sorosis)	Kilmarnock	73*	British Isles
9.	Geo. Oliver	Leicester	60¶	Midlands & S. Wales
10.	Manfield & Sons	Northampton	45*	British Isles
	Manfield & Sons	Northampton	21*	Continental Cities
11.	H. & J. Dick Ltd., (Balata Boots)	London	58†	British Isles
	H. & J. Dick Ltd., (Balata Boots)	London	18†	Continent
12.	W. E. Briggs & Co.	Leicester	70¶	Midland Counties
13.	Wyles Bros. Ltd.	Derby	59¶	Midland Counties
14.	Amies Ltd.	Stafford	51†	Potteries & Midlands
15.	H. E. Randall Ltd.	Northampton	50†‡	London & Home Counties
16.	G. & W. Morton	Birmingham	125‡	British Isles
17.	British Show Co. Ltd.	Northampton	45*	British Isles
18.	E. Tainsch	Glasgow	40¶	Glasgow Dist.
19.	Greenlees & Son	Glasgow	45†	Scotland.
20.	Public Benefit Boot Co Ltd.	Leeds	20†	Midlands and North
21.	Walkover Shoe Co.	London	25*	British Isles
22.	Abbott & Sons Ltd. (Phit Eezi)	London	20†	London and Continent
23.	John Kavanagh Ltd.	London	23¶	London
24.	J. W. Lee	Liverpool	23¶	Lancashire
25.	Timpsons Ltd.	Manchester	26¶	North of England
26.	Treadwell Bros. Ltd.	London	20†	London District
27.	Lilley & Skinner Ltd.	London	28†	London District
28.	Craddock Bros. Ltd.			London District
29.	Seales Bros. Ltd.			
30.	F. Dunn & Sons			
31.	W. & E. Turner Ltd.	Leicester		

Grocers, Provision Dealers, Tea & Butter Merchants owning 30 or more Branches.

	Name of Firm	Head Office	No. of Branches	District Served
1.	Maypole Dairy Co. Ltd.	London	889*	British Isles
2.	Home & Colonial Stores Ltd.	London	799†‡	British Isles
3.	Lipton Ltd.	London	472†	British Isles
4.	Pearks Dairies Ltd. 202 Branches are under name Meadow Dairy Co. Ltd.	London	413‡†	British Isles
5.	International Tea Stores	London	400†	London & South'n Counties
6.	Star Tea Co.	London	300‡†	British Isles
7.	J. Sainsbury Ltd.	London	150†	London & Home Counties
8.	J. Pegram & Co. Ltd.	Liverpool	150‡¶	N. Western Coun.
9.	Burton & Sons Ltd.	Nottingham	160‡¶	Midland Counties
10.	Worlds Stores Ltd.	London	130†	British Isles
11.	Walter Willson Ltd.	Gateshead	141¶	North of England
12.	John Irwin & Sons.	Liverpool	120¶	Lancashire & District
13.	Gallon & Sons Ltd.	Leeds	120¶	Yorkshire District
14.	David Greig Ltd.	London	100†	London District
15.	J. Duckworth & Sons Ltd.	Rochdale	108¶	Lancashire Dist.
16.	R. & J. Templeton Ltd.	Glasgow	95¶	Glasgow District
17.	Andrew Cochrane Ltd.	Glasgow	92¶	Glasgow District
18.	Cooper & Co.	Glasgow	60¶	Scotland, Liverpool & London
19.	W. H. Cullen	London	95¶	London District
20.	Williamsons Ltd.	London	58¶	London District
21.	Danl. Melia & Co.	Bradford	50†	Midlands. .
22.	W. Cussons Ltd.	Hull	60¶	Yorkshire
23.	Wallace's Ltd., (also Globe Tea Co.)	Halifax	50‡¶	Midlands
24.	A. Massey & Sons. Ltd.	Glasgow	40¶	Glasgow District
25.	John Hughes	Bootle	56¶	Liverpool District
26.	Marsdens Ltd.	Nottingham	42†	Midlands
27.	Empire Grocery & Provision Co.	Manchester	32¶	Manchester
28.	Drivers Ltd.	Bradford	36¶	Yorkshire
29.	R. D. Waddell Ltd.	Glasgow	31¶	Glasgow District
30.	Cave, Austin & Co. Ltd.	Eastbourne	30¶	South Coast
31.	T. Seymour Mead Ltd.	Manchester	50¶	Manchester Dist.
32.	S. Frost & Sons Ltd.	London	40¶	London District

salters and Oilmen. This is a business peculiar to London and one or two other districts only. Originally these traders sold lamps, oils, cleaning utensils, etc. Nowadays they stock hundreds of lines including Groceries, Ironware, Tin and Metal goods, etc. They serve a most useful public purpose and are often the "general" shop of the neighborhood. As a rule they are favorable to advertised lines. Seven firms own between them 200 such shops in London and Liverpool.

1. Built up from small shop selling Tea, Butter and Bacon; now sell only Tea, Butter, Margarine, Eggs. Own largest Margarine factory in Britain.

2. Their No. 1 Stores in populous centres sell every kind of food, other branches specialize in 10 or 12 articles only.

3. Manufacture or import most of the goods they sell, also do a big wholesale grocery trade, and through thousands of retail agents, one of the biggest packet tea trades in the Kingdom.

4. Primary selling Tea, Butter, Margarine, Hog products etc.

5. Owned by Kearley & Tonge, big wholesale firm.

6. Operate 2 classes of stores under separate names, one selling all classes of Groceries, the other specializing in Tea, Butter etc. etc.

7, 11 and 32. Most branches are big establishments selling every kind of food.

18. Chief branches in Glasgow, London & Liverpool are big establishments with 20 to 50 departments.

29. Specialize in Hog products and Cooked Meats, a chain store trade peculiar to Glasgow, where five firms control 100 such shops.

MEN'S CLOTHIERS, ETC.

(See table below)

1. Hat Makers operating a chain of artistic hat shops. Principal branches sell high grade clothing, etc.

2. Big wholesale house doing also retail business in ready mades.

3, 8 and 10. Manufacturers doing cheap bespoke trade.

7. Wholesale house, retail branches are big establishments doing ready made trade.

9, 11, 12, 14, 15. Primarily selling Men's Underwear, Shirts, Collars, etc. Chief branches are big establishments selling *everything* in men's wear.

18. Owned by Clothing Manufacturing House, doing three classes of trade under three names. Chief branches are big stores selling everything in men's wear.

TOBACCONISTS

There are 16,232 Licensed Tobacconists in this country, but since a license to sell tobacco costs only 5/- per annum, and as every public-house holds a tobacco license, these figures form no criterion.

1. Owned by Imperial Tobacco Co. (British Trust), selling Trust goods. Also manufacturers on large scale. Since they were acquired by Trust have not opened new branches.

2. Operates chain of Tobacco Kiosks in principal British Railway Stations; also ordinary shops.

Men's Clothiers, Outfitters, Hatters, Owning 10 or More Branches.

	Name of Firm	Head Office	No. of Branches	District Served
1.	Dunns Ltd.	London	200†	London & Midlds.
2.	J. Hepworth & Sons Ltd.	Leeds	160*	British Isles
3.	Donegall Tweed Co.	Liverpool	120†	N.W. of England
4.	Bradleys Ltd.	Chester	100¶	West of England
5.	Jackson & Sons Ltd.	Stockport	86¶	Midlands & North of England
6.	Stewarts Ltd.	Middlesbrough	87	North of England
7.	Hart & Levy Ltd.	Leicester	35	Midlands & North of England
8.	Rego Clothiers Ltd.	London	34*	London District
9.	Hope Bros, Ltd.	London	33¶	British Isles
10.	Lockwood & Bradley Ltd.	London	22*	London District
11.	McCombie Bros. Ltd.	London	10	London District
12.	Collett Ltd., C. G.	London	10	London District
13.	Southcott	Hull	22‡	North of England
14.	Shields Ltd.	Londonderry	10	British Isles.
15.	Irish Linen Stores Ltd.	London	10	London District
16.	G. Sturla & Co., Ltd.	Liverpool	10	Lancashire and Cheshire
17.	S. Rednayne & Co., Ltd.	Wigton	12	Lancashire and Cheshire
18.	Dixon & Parker, Ltd.	Nottingham	14‡	Midlands

Altogether 25 firms own over 1,000 Chain Stores in these businesses.

Tobacconists Owning 12 or More Branches.

	Name of Firm	Head Office	No. of Branches	District Served
1.	Salmon & Gluckstein, Ltd.	London	350†	British Isles
2.	Finlay & Co., Ltd.	Newcastle-on-Tyne	280†	Provincial Towns
3.	A. Baker & Co., Ltd.	London	17†	London & South of England
4.	John Sinclair Ltd.	Newcastle-on-Tyne	14¶	North of England
5.	Newmans Ltd.	Birmingham	14¶	Midlands
6.	R. Sinclair Ltd.	Newcastle-on-Tyne	13¶	North of England
7.	A. I. Jones Ltd.	London	12¶	London District
8.	A. J. Drapkin Ltd.	London	12¶	London District

Chemists Owning 10 or More Branches.

Name of Firm	Head Office	No of Branches	District Served
1. Boots Cash Chemists, Ltd.	Nottingham	567†¶	British Isles
2. Taylor's Drug Co., Ltd.	Leeds	92†¶	North of England
3. Timothy White Ltd.	Portsmouth	82¶	South of England
4. Needhams, Ltd.	Birmingham	40¶‡	London and Midlands
5. Parke's Drug Stores Ltd.	London	35¶	London District
6. Lewis & Burrows	London	25¶	London District
7. Millburns Drug Stores Ltd.	Newcastle-on-Tyne	23¶	Northern Counties
8. Hy. Hodder & Co.	Bristol	17¶	Bristol & Dist.
9. Cockburn & Co.	Glasgow	13¶	Glasgow & Dist.
10. Francis Spite & Co.	Glasgow	13¶	Glasgow & Dist.
11. Martins Stores Ltd.	Wolverhampton	13¶	Wolverhampton District
12. Waller & Ridley Ltd.	Bolton	12¶	Lancashire
13. Hayes, Conyngham & Robinson Ltd.	Dublin	10¶	Dublin District
14. W. T. Warhurst	Bootle	10¶	Liverpool Dist.

1. Chief Branches are big store with extensive Jewellery, Fancy Leather, Book (Circulating Library), Picture Framing Departments and Cafés. Are manufacturers on a large scale.

All the Chemists in this list welcome advertised goods.

4. Have purchsed many shops which they run under old proprietor's name.

A certain distributing house in this trade is acquiring a chain of shops on the lines of No. 4 in addition to several under their own name.

Tea Shops, Cafes and Restaurants Owning 30 or More Branches.

Name of Firm	Head Office	No. of Branches	District Served
1. J. Lyons & Co., Ltd.	London	205†	London and a few Provincial Cities
2. Aerated Bread Co., Ltd.	London	143†	London District
3. Express Dairy Co., Ld.	London	105†	London District
4. Spiers & Pond Ltd.	London	105	London & South of England
5. Williamsons Ltd.	London	58	London District
6. J. P. Restaurants.	London	56	London District
7. Slaters Ltd.	London	48	London District
8. Ye Mecca Cafes Ltd.	London	30	British Isles
9. Sam Isaacs Ltd.	London	30	London District
10. Cave Austin Ltd.	Eastbourne	30	South Coast

1. Own many big Hotels and Restaurants, in addition to chain of tea shops (light refreshment cafés) in London. A model chain store business.

2 and 3. Light refreshment shops in London, standardized in appearance, service, etc.

4. Own several large Hotels, big department store in London and Refreshment Rooms in Railway Stations round London.

5 and 7. Own big Grocery and Food stores with chain of Restaurants.

9. Operate a chain of Fish (sea food of all kinds) Restaurants. Own fleet of fishing boats.

Many firms own 10 to 30 Cafés for the sale of Tea, Coffee and light refreshments.

Railway Bookstalls, Book Shops, etc.

Name of Firm	Head Office	No. of Branches	District Served
1. W. H. Smith & Sons	London	985	British Isles
2. Wymans Ltd.	London	350(A)	British Isles
3. Eason & Son Ltd.	Dublin	91	Ireland
4. Menzies Ltd.	Glasgow	90	Scotland
5. Willings Ltd.	London	60(A)	London District

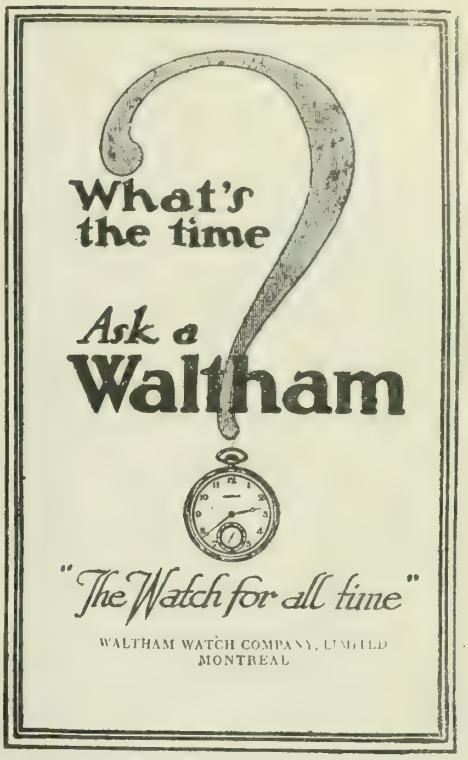
1. These branches are principally railway book stalls, which in England do a large proportion of the total newspaper and book business of the country.

On the principal book stalls in this Table, numerous small articles such as Fountain Pens, Watches, Leather Goods, etc. are sold.

More Articles by Mr. Fisher

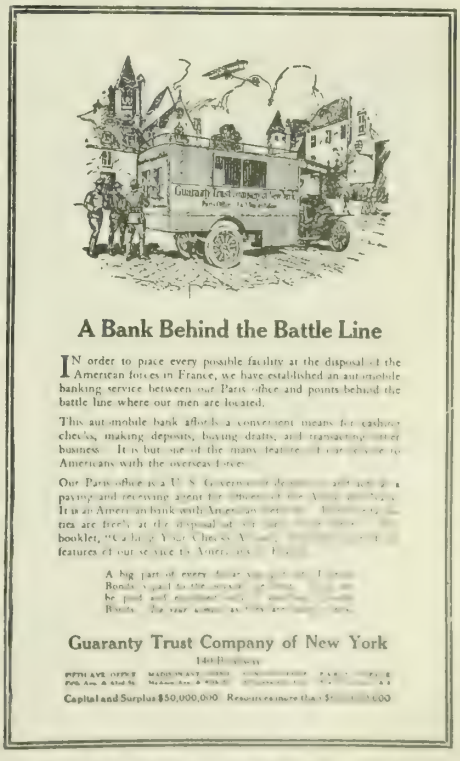
We are arranging with Mr. Fisher for a series of articles describing the sales policies and advertising methods of representative British industries, written especially for MARKETING, with the expectation that they will disclose many ideas capable of application in Canadian business. This will fulfil one of the purposes of MARKETING, which is to describe succes-ful marketing methods wherever such facts offer suggestions of possible value to Canadian business.

A Timely Ad.



This advertisement appeared in daily newspapers throughout Canada during the week following the inauguration of daylight saving. Truly a timely piece of copy, since it appeared at the very time when time was on everybody's mind and a topic of general comment. What better time to focus attention on a good time-piece? Which reminds us of a story heard the other day about a man who in the process of moving his household effects was carrying a grandfather's clock. He met a man a little the worse for supplies secured from Montreal prior to April 1st, who stopped him to remark: "Shay old man, don't you think 'twould be easier "fyou carried a watch?"

This Bank is on the Job



Here is another timely advertisement from the New York newspapers announcing a banking service established for the convenience of American troops in France. It is admirable from news, copy and typographical standpoints.

PRINTER'S INK—MEDIUM OF THE MESSAGE

An instructive address before the Toronto Advertising Club

By C. R. CONQUERGOOD

MUCH interesting information about printing inks was given in a recent address before the Toronto Advertising Club by Mr. C. R. Conquergood of the Canada Printing Ink Co., Ltd. Following an apt description of the many ways in which every individual comes in contact with a use of printing ink every day, he said:

"The Printing Ink business is about the most interesting business in all the world. The manufacture of Printing Ink is not only a business, it is a profession, it is a science. In profession it has relation to the art and study of color effects, color values and color schemes. In science it demands, daily, a skill in the analysis of engravings, paper or other mediums, and the ability, not only to analyze, but also to prescribe the proper proportions of Oil, Varnish, Pigment Color and Dryer, that will make an Ink to produce the required result.

"The public information about Printing Ink is often amusing to an Ink Maker, perhaps I should say the lack of information. Those directly connected with the printing trade being only a partial exception. When you mention your business you will usually get one of three questions, something as follows: (1) "I guess since the war has come, and there are so many more newspapers sold, you must have had a big increase in your business? Another will say: (2) "I am having trouble with the Ink in our office, could you send us around a bottle?" (3) While a third supposes that since your customers are limited to printers, there is not much of a field.

In case any of you may have some of the same hazy impressions, let me answer: (1) Newspaper Ink is but a small portion of our business. It is the simplest, it is the cheapest, and, as you suppose, sold in large quantities. (2) In this country at least the Printing Ink Maker does not know much more about writing Ink than you do. That is a separate business. (3) With reference to the total consumption, while the business is small in comparison with others, yet there are seven factories in the city of Toronto.

Materials Used

Of the materials used in the manufacture of Printing Ink, a few words will suffice. We require between forty and fifty different kinds and grades of Oils, Varnishes and Dryers. The more important being a specially prepared Linseed Oil.

The Colors we use are mostly what are known as pigment colors, made from aniline dyes etc. A few mineral colors are required in the Printing Ink business. We run the whole range of pigment colors, commencing in quality about where the Paint manufacturer leaves off, that is, a color that will make a high grade paint material will usually make a cheap Printing Ink material, from these we go upwards to the very finest materials that can be made. The Printing Ink Maker must know his colors like the alphabet, the degree of permanency, the degree of transparency or opaqueness, the strength in color, whether it will "bleed" in water or spirits, whether it will stand heat, and how it will "lay" and "dry" on a sheet of paper.

Divisions of Ink

There are four general divisions of Printing Ink, corresponding to the same general divisions in systems of printing; broadly speaking, they are as follows:—

Newspaper Inks
General Printing Inks
Lithographing Inks
Specialty Inks.

A few comments on each of these will perhaps help you to appreciate the various printing branches, which are so closely woven into our everyday life.

Newspaper Inks

Knowing newspapers as you do, we will pass on by saying that Black Ink predominates. The Black for this is made from the smoke gathered by burning natural gas. It comes to us in carload lots of about ten tons each. It is packed in bags about the size of a charcoal bag, which holds twelve and a half pounds.

General Printing Inks

Under this head the most important branch is the catalogues, magazines and trade journals. In these the pages printed in color are the more interesting.

In catalogues the reproductions of the goods advertised require the greatest amount of care, for, unless the reproduction is faithful, it is a libel, and we are all striving for "Truth" in advertising.

Magazine printers achieve very creditable results in their color advertising pages, even though they frequently labor under special difficulties. The plates for their pages come from different engravers who use different shades of the primary colors (Yellow, Red and Blue) to get the effects they desire, and, as all of the plates have to be printed at the same time, the average shades of the primary colors have to be used. This partly accounts for the variations in color on the same advertisement in different magazines.

You are all familiar with the general run of job printing and its requirements, while the ancient proverb is more in evidence to-day than ever before, that "Of the making of books, there is no end"—we only note that the covers of these books have a little family of Inks all their own.

The manufacturers of boxes and containers, made from paper, cloth, corrugated board or wood are nearly all large users of Ink, and at least ninety per cent. of their requirements are for colored Inks.

There is considerable business, too, and one which will probably greatly increase in Canada, in the manufacture of post-cards, greeting-cards, envelopes and papeteries.

For the printing of labels, uniformity and permanency are required in the Inks. The public is taught to be suspicious of any difference in color in the label of nationally advertised or trade-marked products.

Under this head we will place the printing of theatre and railroad tickets and transfers, street car cards, show cards, butter wrappers, cheques, forms printed with copying Inks, and other items too numerous to mention.

Lithographing Inks

Two general lines of Ink are required for the lithographing process, those for the flat-bed or stone press, and those for the offset system. This branch of the trade produces great quantities of commercial stationery and labels, while bill-board display pictures, calendars and sheet music are their special field. We will also place here the printing of great quantities of flags of all kinds. There is no pretense here of giving the artisans of the lithographing trade their just due for the large place they occupy in what we shall call for want of a better term "The printing world."

Specialty Inks

The exacting requirements for Inks under this heading are special and particular, rather than general, but a suggestion of their diversity may be interesting. Here we include the whole series of Steel-Die embossing Copperplate printing; Tin printing and lithographing; Photogravure and Rotogravure Process Inks; Inks required for Multigraphing machines, Duplicating machines, Addressing machines and others. Let me cite a couple of —what shall we say—unsuspected items The maker's name on your piano, which appears to be so nicely painted, is most likely a printed transfer. A few years ago a manufacturer of horse blankets printed the borders of his blankets, instead of having the colors woven into the materials, which was more expensive. The Ink was waterproof, and would stand a lot of hard weather, the chief drawback was, if I recollect, that it took too much Ink. On another occasion, when black and white stripes were *a la mode*, a silk importer found that he had a greater market then he could supply. With some assistance he designed a special machine for printing the black stripes on white silk cloth and ribbons. A nicely perfumed Ink was made, and milady of fashion was enabled to procure the black and white stripe silk that was so popular.

General Considerations

The making of Ink demands very careful formulae, for we must always be prepared to supply just a little more Ink, if it should be needed to complete a run in progress, or to

duplicate a job after it has been done once. To do this formulae are made out to the hundredth part of an ounce.

We also manufacture the composition roller which distributes the Ink on the printing press. The composition has some resemblance to rubber, but is made from Glue and Glycerine.

The cost of the Ink on any job is but a small portion and usually a very small portion of the total cost.

Of Advertising there is one feature which, I believe, is peculiar to our business. I refer to the fact that almost every one of our customers is in a position to solicit advertising from us. Indeed, the smallest local newspaper has as good a reason to carry our advertising as the largest city dailies. In either case, the use of space would result not in a deluge of new business, but in a flood of appeals to use mediums which are also using our Ink.

A Study of Color

I want to call your attention to one of the most interesting peculiarities of our business. I might state it as an axiom in this way: "*The same color is not always the same.*" After what I have said to you about the importance of matching and duplicating colors, this may seem rather contradictory, but a little experimenting on your own account will prove to you that there is, as Matthew Arnold says, "Veil upon veil behind, in the still unknown." Here are some of the factors for the study of color:

(a) All color is comparative,

(b) All persons have not the same color sensibility,

(c) All colors vary with the changing qualities of light,

(d) Colors vary in their association,

(e) Printing Ink colors are affected by the shade of paper used.

(f) Many Inks vary in color by the quantity used or carried by the Printer.

(a) If you will take a piece of plain newsprint paper, and ask any crowd what color it is, they will uanimously say White, but if you will gather together samples of White Book, Super-Calendered, Bond, and Coated Papers you will find that your newsprint is no longer White, but of a Yellowish or Greyish shade, decidedly removed from white. There is no standard yet devised for the naming, description and measure of color.

(b) All persons have not the same color sensibility. The expert advertising man can find a most interesting field for study under this heading, and in his advertising he will be directed by three main considerations, one will be an expression of his own personality and taste, an effort to express comfort, strength, refinement or other quality in the article advertised, and on the other hand he will select color that will attract the attention of the persons to whom he is trying to sell his product. You are aware of course that cultivated or refined persons may be spoken to in delicate and soft shades of ink, and to use strong glaring color combinations on advertising to them would have the same effect as shouting at them in an ordinary conversation. They will hear you, and mark your lack of good manners. On the other hand, if you were to use the same delicate colors to carry your message to people who are not so sensitive to the effects of color, it might fail. A large corporation has been anxious to cultivate a trade with a certain foreign element in Canada, and has been sending them a beautiful calendar printed in their own language. It did not produce the results that were anticipated. It was too delicate to appeal to a nation whose homeland was one of sunny skies and vivid colors. The corporation has since issued a calendar that you and I might say was atrocious in its color scheme, but it has brought satisfactory returns.

Colors have certain effects on persons which we can measure to some extent. Red will generally cause excitement. You know how promptly this excitement takes place when a red rag is thrown at a bull. Nature is liberally supplied with Greens and Blues, and these colors are generally soothing. Too much Yellow will probably make you feel nauseated. Then the advertising man might well experiment with the effects of using warm or Yellow shades of colors in cold weather, and cool or Blue shades of colors in hot weather.

(c) All colors vary with the changing conditions of light. If you wish to examine a color carefully, you will bring it to clear daylight, because it looks different under artificial light. If you were an artist you would know that the trees on a distant hill are generally about the same color as those near you, but to paint them you will need a modified color to place them in their proper perspective.

(d) Colors vary in their association. First take this color in the Blue border, (showing specimens). It is of a greenish shade. Look at the color in the Green border. It is a decided blue. Number three is the same color with a White border. These three are all the same Ink, but if you will lay them out, side by side, and examine them, you will find it hard to believe. The color on the White border appears a couple of shades darker than the one with the Green border, while the color with the Blue border appears lighter in color than either of the other two. They vary by their association with other colors.

(e) Printing Ink Colors are affected by the shades of the paper used. Your printer will readily confirm this statement. Some inks are made transparent so that colors underneath will show through. A great many Inks are partially transparent, while others of course, being made to "cover," are made opaque. I only mention this point, so that when you ask your printer to match a certain color for you, and suggest that he use a different shade of paper, you cannot get the same color effect.

(f) Many Inks vary in color by the quantity used or carried by the printer. This applies particularly to transparent or semi-transparent Inks. In some cases a color will have what we term its "overtone" and its "undertone." The engraver who sells plates of various kinds, naturally wishes you to see them at their best, and sends you proofs pulled on a fine sheet of paper with plenty of color. When the work comes to the printer, the kind of paper used, the class of work, the speed of the press, the need for immediate folding, or some other condition, may prevent him using as much Ink as appears on the proof, with a consequent loss in the brilliancy of the reproduction. However, this is a condition more properly within the realm of the printer than the advertising man.

Standard Size for Catalogs To be Adopted

A CONFERENCE of purchasing agents is to be held in Chicago on May 22nd for the purpose of determining on a standard size for catalogs. The matter has been under discussion for some time past, disclosing a wide range of opinion as to the best standard size, some even arguing that one size for all is impracticable.

But after taking the question up with some 575 Associations representing various industries a committee of the National Association of Purchasing Agents has decided that the nuisance of catalogs in so many different sizes can and will be remedied. The Chicago Conference will endeavor to reconcile the divergent views as to the most suitable dimensions.

At the Pittsburg Convention of Purchasing Agents the size 8½x11 was tentatively adopted, with the proviso that it should be adhered to unless good reasons appeared for changing it. Once having agreed upon a standard size it is the intention that purchasing agents generally will provide files for catalogs of this size, and only such catalogs as fit those files will be preserved there. Catalogs which do not fit such files will have to stand on their merits.

If a catalog of an odd size contains information which a purchasing agent feels is essential to the successful prosecution of his work, he will probably retain the catalog and file it in the old fashioned way as best he can. As his standard file increases in volume and consequently in value to him, he will more and more lean upon his standard file as probably containing most if not all of the valuable information in his possession. As time goes on he will preserve less and less of the catalogs which do not fit his standard file.

Some advertising men and others have figured that purchasing agents would accept whatever catalogs they sent him, but they are beginning to realize that if they want their catalog referred to, it is a good idea to make it convenient for the purchasing agent to find it, and that by providing a standard file the purchasing agent will make it much more certain that his catalog will turn up when it is wanted.

The purchasing agents point out that the standardization of catalogs to one size is going to produce very great savings in the matter of printing and issuing of catalogs, provided a wise selection is made. Some of those in the printing industry who have been closest to the aims of the committee.

claim that the saving means at least a million dollars a year in the printing, folding and binding of catalogs, in that printers and binders may equip to turn out this one size of book or sheet, as the case may be, in large quantities, the machinery being specially built for that size, operating much more economically, and that the saving thus effected will eventually work back to the purchasing agent or buyer of catalogs. From this it appears that the Purchasing Agents' Association is to bring about a much greater and more valuable reform than was originally contemplated.

In considering the question of size the committee has maintained an open mind, listening to all arguments, receiving and studying all facts, reserving the decision until after the catalog conference. Some of the claims which have been advanced and which will be considered at the conference are:

1. That economical printing requires that at least sixteen pages of catalog be printed at one time—not sixteen copies of one page, but what is known as a "signature," consisting of say sixteen pages of a catalog; e.g. pages 1 to 16 may be printed at one time, and then folded so that after they are trimmed the pages will come in proper order.

2. That 90% of the printers of the country now have no presses to take sheets larger than 32x44. Many of the printing press manufacturers do not manufacture presses larger than 32x44. To select a catalog which in order to run "signatures" of sixteen pages would require sheets larger than 32x44 would result in throwing the catalog printing to 10% of the printers or compel the 90% to buy new presses. This would throw the business for these presses to a few manufacturers fitted to build them, and in general way would result in somewhat of a disturbance to the economic phase of the printing business.

3. That the size 7½x10⅝ is a logical one to produce from a sheet 32x44 running 16-on.

4. That the size 8½x11 has already been adopted by the American Institute of Architects as their standard and that a great many manufacturers are issuing catalogs on the basis of that standard. Some manufacturers state that they are able to secure catalogs of this size as cheaply as any other size, and they seem to be well satisfied with that size.

5. That some other associations, notably the gas interests, have been working on this same proposition, and they have adopted other standards.

6. That the desirability of having catalogs the same size as letterhead is of considerable prominence. In this connection it is claimed that the size 8½x11 for a letterhead is not the most desirable size—that very few letters utilize the full sheet, and that in the absence of the half size letterheads, which at one time were used, a great deal of paper is now wasted, that for somewhat the same reasons as apply to catalogs the size of letterheads should be 7½x10⅝.

It so happens that the size 7½x10⅝ comes within the range of what is known as the "Hypothenuse Oblong." This phase of the matter is of no interest in the matter of a catalog file but does have a value to purchasing agents, advertising men and printers in another way. Any size sheet which comes within the scope of the hypothenuse is so proportioned that if it be cut in half the halves will still remain in the same proportion as the original sheet, and if those halves are again cut in half the same proportion prevails as long as the halving is carried out. All sheets within the scope of this plan are in proportion one to another. This has a value in printing booklets and things other than catalogs.

For instance,—a man spends hundreds and perhaps thousands of dollars on a very fine illustration showing up the intricacies of his product. If all printed matter, as well as catalogs, was based upon the Hypothenuse Oblong the manufacturer would be able to use the one fine drawing for the making of a wide range of illustrations or cuts, because the proportion of length and width would always be the same, the variation of size being accomplished by means of photography from the one original. This would permit investment in much finer illustrations—in some cases to showing more of the details—which are of value to purchasing agents in properly understanding the operation of some machinery from illustrations.

In order that this great saving may come about it will be necessary that standards of circulars be adopted on the basis of the hypothenuse oblong. There is an International movement on foot now to bring about such a set of standards. It is argued that the first big step in this direction can well be made by the purchasing agents in selecting their catalog size from this series, so that the later adoption of other standards on this basis will be that much more effective.

It has been urged also that the purchasing agents consider either now or in the very near future the matter of standardization of the sizes of other printed matter. The saving to commerce would be tremendous if the sizes of booklets, etc., could be definitely standardized. If time permits this general subject will undoubtedly be aired in the coming catalog conference.

The first object will be to settle definitely upon the size for catalogs. After that has been accomplished if there is any time to spare some of these other subjects may be discussed because after all the purchasing agent is vitally interested in any thing that will reduce the cost of doing business. Standardization is bound to produce favorable results.

Building Bigger Sales by Training Retail Sales-People

Written for MARKETING by HAROLD C. LOWREY

A FEW days ago I was fortunate enough to meet a Sales Manager whose selling experiences, were they to be recounted here, would read more fascinatingly than an Arabian Nights' tale. Rarely have I had the pleasure of a heart to heart chat with a more earnest or forceful exponent of the arts of selling—and I have talked with many. But as we discussed selling tactics in particular and merchandising in general, the romance of the rise of this Sales Manager was ever present. Few have travelled such a rocky road, few have so well deserved the rewards she has won. Yes, this very successful sales-manager is a woman.

She is Mrs. C. S. McMichael, Sales Manager for the Canadian H. W. Gossard Co. Limited, Toronto. Her corset selling career began in a little town in North Dakota, and, in a little over eight years she has developed to a position in the Gossard organization more important than her present title would indicate. She was won through sheer grit, indomitable pluck and perserverance that ranged from house to house selling of corsets in day time and moiling over a wash boiler after hours, to delivering 48 extemporaneous public lectures in Canada's departmental stores.

In selling corsets, as in selling most other commodities, the retailer remains just a dealer unless pressure is brought to bear to encourage the pushing of a specific line. Being a retailer of many commodities, the dealer, must, by force of his function, have his attention divided, with the result that only a very few lines get that degree of his attention which begets sales. So that it is usually found more economical to indicate dealers *how* to sell a specific commodity than to try to argue or cajole or drive them into doing so. This is especially true with corsets, an article about which women need education. In corset marketing, it is not a question of whether dealer assistance should be given but rather a question of *how* to give it and to what extent.

The Gossard business has been built up by means of a carefully thought out policy of assistance to dealers. This policy has been developed gradually until to-day dealers are required to conform to certain standards of selling practice before agencies are granted. Let me explain. A Gossard travelling saleswoman sells a dealer a bill of goods. If a new dealer, and willing, the sales woman will re-organize his corset department and train his salespeople in the fitting and selling of corsets. If a big account, public lectures on corseting and "How to Buy Corsets" are given in the store. Sometimes the saleswoman interviews leading local doctors to demonstrate to them the relation of correct corseting to their patients' health, and getting them to recommend Gossard's. Other factors that influence sales or secure prestige are employed. The travelling corsetiere saleswomen are taught to make use of every localism conducive to increased sales. Store sales staffs are carefully looked over for promising sales persons and these are then trained in the art of corset fitting and selling. They are designated corsetieres, rather than sales clerks for obvious reasons.

"When I came to Canada I found only a very few of the high spots had been scratched and every scratch had left a sore because of the lack of sufficient attention," said Mrs. McMichael.

One of the important things this

wonderfully successful Sales Manager did was early to form classes among the saleswomen of the corset departments of the stores handling or putting in the Gossard line. That the corsets be sold, is not enough. It is of much more importance that each woman be properly fitted with the precise type of corset her figure demands.

At first saleswomen were sometimes what antagonistic to being "taught their business," but once Mrs. McMichael gets started on her pet subject all antagonistic feeling flees before her enthusiasm, earnestness and common-sense, and, those who came to scoff, remained to ask for more information about corset fitting and selling. Mrs. McMichael delivered 48 store lectures in the larger departmental stores throughout Canada from coast to coast during the year of 1915. She tells many amusing incidents of lectures starting with almost empty rooms only to wind up with the rooms packed. In many cases banquets were given by the store managements so that their staffs might be assembled to hear her talks. With popularity and success this work became so onerous that sales conventions have now been inaugurated at the Toronto home of the Gossards where saleswomen from the corset departments of Ontario stores now come by arrangement for five day training schools.

The most recent of these was held from February 11th to 16th, at which thirty-one saleswomen came for training and inspiration. These schools are not limited to the sole topic of corseting, but cover all phases of selling from the way to measure for a Gossard to the way a saleswoman should *breathe* and *dress* and *think*. Getting the right point of contact with the customer is a factor of the utmost importance and its essential significance is never lost sight of for a single moment in all of this training work. Mrs. McMichael believes that to be successful, a salesman or saleswoman should meet the customer on the customer's level. Not that it is necessary for the saleswoman to "sink" or "soar" to the higher or lower stratas of society, but rather that the saleswoman must meet the customer as one human would meet another were the barriers of convention swept away. The salesperson should be big-hearted enough to serve the poverty-stricken women, the immoral woman, or the most dignified aristocrat with the same gracious courtesy and dignity that begets friendship and respect. In other words, saleswomen are urged to forget their femininity and to be rather on a "pal" basis with their customers and endeavor to make sales, not by forcing buying, but by their display of knowledge about the principles of correct corseting and their willingness to serve, winning the confidence, respect and friendship of their customers. The development of every Gossard seller into a corsetiere is the aim of the Gossard Company, for it is their belief that the more a saleswoman knows about corsets and their fitting, the better will be the satisfaction given by every Gossard sold by these saleswomen, and the quicker will be the "repeats" from both the wearer and her friends.

The farsighted policy involved in this method of building up sales is to be commended, especially because so few salesmanagers have the courage to institute like policies. For it takes courage to build deliberately, even if slowly, on the more solid foundations, rather than to rush up their superstructures of sales, too heedless of the security of their foundations. Yet it is not so slow after all when a stranger can come within our gates and within the space of two years and a few months overtop the best records of the United States sales organization. Surely it affords a striking example of the opportunities open for constructive sales work in Canada.

Mrs. McMichael regards the physical health of every woman, and particularly those in business, of great importance. She is an ardent advocate of regular exercise under a competent instructor. Jewelry, she avers emphasizes the fact that a woman is a *woman* and is worn, for no purpose of utility, but to attract attention. Such adornment unfavorably affects any business woman's selling ability. Plain tailored dresses give the saleswoman a confidence-begetting consciousness of being well gowned, a feeling that cannot be associated with "pretty" clothes when worn to business. These are some of the points made in the talks at her sales conventions. Mrs. McMichael sums up an important principle of all successful selling effort—that of selling a *service* rather than making a sale—or as she expresses it: "Tactfulness is simply consideration of others, from the *heart out*, whereas policy is a cheap counterfeit, being merely consideration of others from the *head in*."

Canadian Home Journal

GOSSARD CORSETS

The Original Front-Lacing Corsets

improve every figure

Made in Canada and the United States

Worn with health and comfort by women the world over

A Gossard will improve every figure.

There are many Gossard Corsets designed for every type of figure; in a Gossard any woman may attain the ideal proportions of her type and that youthfulness of outline that makes possible the wearing of model suits and frocks without the tedium and expense of alterations.

A genuine Gossard means to every type of figure a perfect front, a smooth back, all-day comfort, your safeguarded health and a wearing service that alone is worth the price you pay, whether it be

$2.00, $2.25, $2.75, $3.50, $5.00, $5.50 or up

Be sure you buy a genuine Gossard. The name *Gossard* on the inside of your corset is your guarantee of the original front-lacing corset in which every principle of front lacing has attained its perfect expression. The best stores in your city sell the genuine Gossard Corsets, and offer you a highly specialized Gossard fitting service that assures you complete satisfaction.

These stores will not try to sell you some other corset "just as good." You will know them by their Gossard signs displayed in their windows and by their advertising Gossard Corsets.

The Canadian H. W. Gossard Co., Limited

Largest Makers of Fine Corsets

284-286 West King Street TORONTO

Every Gossard is guaranteed.

Every Gossard is guaranteed to give you all-day corset comfort, safeguard your health and give satisfactory wearing service until it is worn out, and with all these, the knowledge that the style of her Gossard is beyond criticism, is available to the discriminating woman.

Wear Gossard CORSETS They Lace in Front

A Gossard is so easy to put on.

You stand before your mirror, seeing and adjusting your lacings to obtain a flat abdomen, a curve under the bust and perfect freedom above the waistline, and so retain in your oldest Gossard the same lines you had when the corset was new.

Ideal Figure Tall Slender — *Ideal Figure Short Slender* — *Ideal Figure Full Heavy* — *Ideal Figure Short Heavy* — *Ideal Figure Average* — *Ideal Figure Large Below Waist* — *Ideal Figure Large Above Waist* — *Ideal Figure Short Waisted* — *Ideal Figure Corset Back*

The Gossard sales policy is further exemplified by the firm's advertising which emphasizes the importance of correct fitting. A tasteful and interesting sales-talk in type and illustration

CASSON'S COMMENT

Remarks suggested by every-day contact with many problems of many businesses

By our own HERBERT N. CASSON

COST OF NEW WORKERS

What is your Labour turnover? What does it cost you per year? These questions are now being discussed by the progressive firms of Great Britain and America. They are new questions to most of us. In fact, this whole matter of hiring and discharging workers has been ignored almost everywhere.

One employer says that the wastage of labour turnover is far greater than the wastage of strikes.

Another employer states that he had to hire 54,000 men in one year to keep up a force of 13,000.

Still another employer says that thirty-two different men were engaged for one machine in ten months; and that he made no profit on this machine. And another that he reduced his labour turnover from 150 per cent. to 33 per cent. He reduced costs 10 per cent. and increased output 42 per cent. by Staff Training and a careful employment manager.

The old way of letting foremen hire and discharge whoever they pleased, is dying out everywhere. It ought to be abolished.

The normal turnover is about 30 per cent. a year. If you hire more than 30 per cent. of new workers in a year, there is something wrong, either in your methods or in the general condition of the company.

Every new worker costs more than you think he does. You must charge him with—

1. Cost of instruction.
2. Damage to equipment.
3. Lowered production.
4. Spoiled work.
5. Unrest and disloyalty.

There are many highly skilled workers who cannot be replaced for less than $500 apiece. That is why you should appreciate your workers, train them, organise them and KEEP THEM.

PRICE IS MENTAL

How little we realise that price is mental! There are very few shopkeepers and still fewer manufacturers who realise that price is not a mere matter of intrinsic value.

There was a striking illustration of this truth—that price is mental—in a lawsuit that was recently conducted in London. An American had bought a painting for $100,000. He had paid this enormously high price because he believed it was a Romney.

In this lawsuit the picture was proved to be painted by another artist, not by Romney. At once the owner of the picture offered to give it away to a picture gallery; and its price dropped to about $2500.

Thus its intrinsic value was $2,500 and its mental value was $97,500. This is an extreme case, but it illustrates the fact that price is a matter of thought and feeling, and not manufacturing cost.

STUDY THE FAILURES

We become successful by studying success. We study the great businesses that have succeeded. We study the men who are the leaders in their trade.

But we should study the failures too. They show us what to avoid. They are warnings as to what not to do.

Notice the little shops, and you will soon see why they are little. Littleness is seldom an accident. There is a reason, usually, why a small shop is small.

DUTY OF DIRECTORS

Directors should direct, rather than manage. They should select the right managers. They should create a general policy. They should deal with records and results rather than with methods.

A clever business man once remarked that a Board of Directors might as well try to run a locomotive as to try to run a company. This is quite true.

If Directors meddle with small matters, it is certain that they are neglecting the larger matters. It is always disastrous when Directors try to do the work of foreman and workers. As well might an Army Colonel try to make himself useful by polishing his buttons and knitting his own socks.

HIGH-SPIRITED WORKERS

Never try to break down the spirit of your workers. Never try to make them humble and servile and afraid of you.

It is ruinous to a horse to break his spirit. So it is to a man. The old method of bullying and threatening was foolish as well as brutal. It reduced the output. It increased the waste. It decreased the profits.

Every Managing Director should keep a sharp watch on his Managers and Foremen to see that they do not bully and threaten the workers.

It may be hard once in a while to manage workers who are high-spirited and independent; but in the long run it is far better and far more profitable.

THE "NON-PRODUCER"

Here is a secret—it is usually the so-called "non-producers" who produce the most.

Many a firm has too small an office staff. It has no costings clerk—no planning department—no charts or reports—no data clerks—no specialists on management.

All these, it thinks, are "non-producers"; and it cannot afford such fancy useless things.

The fact is, that facts and planning—just these two things—can do more to increase the output than a mob of workers.

You can have $500,000 worth of machinery and 1,000 workers, and still lose money. The secret of high wages and high profits is MANAGEMENT, and management is carried on mainly by men who are called "non-producers."

WHAT IS A FACT?

The beginning of efficiency is to KNOW. The very first step is to appreciate the value of FACTS.

A man says he knows that his firm is efficient. Does he really know? Has he ever spent a single week making a thorough investigation? Is it not true that in most cases he has a mere impression, nothing more?

A man believes what he wants to believe, usually. Few men, even in business, have any clear appreciation of the profitableness of the truth.

A man believes that his company is efficient, yet there has been no test—no investigation—no inspection—no impartial study by a skilled outsider.

The highest standard of truth is to be found in science. The next highest standard is to be found in law. As for business, it comes in third place, far underneath either science or law.

In law, for instance, what constitutes a fact? What is legal evidence? NOT HEARSAY. Not "Tom told me so," which is taken as good enough evidence in a shop or factory.

NOT OPINIONS. The law distinctly says that "A witness may not give evidence of opinion or belief, but only of facts." Mere opinions are called "worthless" in law, and so they should be in trade and commerce.

It will be a long step on the road to efficiency if we will adopt in business as high a standard of evidence as now prevails in the courts. This is, perhaps, the only matter in which law can teach business efficiency.

GROSS PROFITS

That silly phrase—"Gross profits!" It means nothing. You might as well say—"a victorious failure" or a "disastrous victory."

"Gross profits" is a phrase that was invented by accountants, to hide the inefficiency of managing directors. It is an excuse. It is an attempt to make things look better than they are. It is an effort to whitewash a black situation.

"Profits" has a definite meaning. It can never be "gross;" it must always be "NET." There is no other sort of profits, an dnever can be, except "NET."

The fact is that few firms dare to face the facts. They expect their accountants to cover up their mistakes and losses. They think first of appearance and second of actual facts.

Hundreds of firms, perhaps thousands, have ultimately been wrecked because they did not wish to know the facts about their own affairs. They compelled their accountants to invent excuses; and eventually they learned the truth from official receivers.

So, do not use that silly phrase—"Gross profits." The only kind of profit you can possibly have is NET.

National Advertiser Attacks—Publisher Defends Objectional Advertising

Some correspondence which reveals very wide differences of opinion

IT is no secret that an increasing number of manufacturers of reputable products are becoming thoroughly disgusted with the average newspaper publisher's indifferent attitude toward the questionable character of many advertisers with whom he co-operates to mislead, deceive and even defraud his readers.

That a business man who is making use of newspaper space to enhance his reputation should object to being forced into association with advertising which tends to classify him with those who exploit the public, is not hard to understand.

The astonishing phase of the question is that any publisher would permit the use of his columns for any advertising which afforded justification for such complaints. The publisher's most valuable stock-in-trade with advertisers is the degree of confidence which the public has in what they see in the columns of his publication. To permit the abuse of this confidence in any way by any advertiser seems the height of folly.

We are permitted to publish the following correspondence which took place recently between a Canadian national advertiser and a Canadian daily newspaper, whose identity need not be disclosed. Perhaps no more striking example could be furnished of the indefensible position of the publisher whose columns are open to the classes of advertising objected to than is afforded by this correspondence, which opened with the following letter, in which

Advertiser Objects to Undesirable Neighbors

"I have just come across your issue of————, page ————.

"I notice that you advertise ———— of our manufacture on the same page as several specifics for ailments of men, and a couple of doctors who furnish free advice.

"It seems to us that there is no excuse for your advertising department not knowing exactly what is the type of physician who gives free advice and has to advertise his magnanimity in the daily papers. Such investigation as the writer has made of such gentlemen shows that they are generally engaged in the most cold-blooded exploitation of the gullible and ignorant. In opening your columns to practitioners of this stamp you make yourselves a party to their practices and you permit the suspicion to arise that you are more keen on increasing your revenue than in keeping your columns clean.

"We are issuing instructions to our advertising agents to refuse to pay for any advertisements which appear on pages which are open to objectionable advertising, as defined by the Canadian Press Association and the Association of Canadian Advertisers.

"If we find that we cannot get the treatment to which we feel we are entitled, we shall drop your paper from the list of available media. If we cannot get a sufficiency of newspapers to satisfy our needs, we shall have recourse to street cars, bill boards, display windows or even sandwich men.

"We are free to admit that we personally, are getting rather sick of the callousness and greed of papers, whose sense of decency is subject to the dictates of the box office."

Publisher Replies Defending "Old Friends."

"The three advertisers that you complain of as appearing on the same page as your advertisement appeared, are three old advertisers that have been with us for many years. (————) is a man seventy years of age, who keeps a little drug store from which the income is barely sufficient with the proprietary medicines he sells to make a living for himself and his wife. If we were to discontinue his advertising it would be an actual hardship for him. In all the years that he has advertised in (————) we have never had a single complaint from any person with whom he has done business. As for (————) he is a druggist doing business on (————) street. His business, as far as I know, has always been perfectly legitimate. He is not making any great amount of money. As a matter of fact he has difficulty in paying his advertising bills, but, like Mr. (————) he is an old customer and is entitled to consideration. Regarding Dr. ———— & ————, they have also been advertising in ———— for a good many years. About four years ago Dr. ———— retired from the business with a small fortune that was estimated at $100,000. He did not make it out of his medical practice but out of real estate. Dr. ————, who has been conducting the business since, is a graduate of a Canadian Medical College. He is a Canadian, coming from Brantford, Ont., and he has never, to my knowledge, in all the time he has been in business in Toronto, been in the least bit of trouble with the police. I know people who have been treated by Dr. ———— and esteem him very highly. His reputation, aside from the fact that he does some advertising with the newspapers, is probably as good as that of any other medical man in Toronto.

"The (————) may be a little old fashioned in the fact that it has never acquired the Hun idea of ingratitude, but has always felt that it has some duty to perform towards old customers of the paper.

"There are a whole lot of people in the world who abhor your product. If one of these people should come along to us and demand that we discontinue your advertising, do you think that we would be likely to do it. Not in a thousand years. We are grateful to you for many favors received in bygone days and have always been pleased to give you the best service that we have in the shop.

"In the very issue of the paper of which you complain, you had position for your advertisement without extra charge that would not be given to you by any other newspaper in Canada. The position given your advertisement was practically island position, for it was following reading matter next to reading matter and following by the comic strip that goes at the bottom of sporting page, which is equivalent to reading matter. There was not a great deal of advertising on this page and your advertisement stood out like a sore finger. You did not appreciate the good service and the good position that we gave you, but denounced us as being "callous and greedy, with a sense of decency that is subject to the dictates of the box office." The amount of money that we get from the three advertisers is so infinitesmal that it not deserving of any consideration whatever. A newspaper that willingly, last year, gave up ———— thousand dollars revenue from liquor advertising, simply because its proprietor believed it to be to the advantage of the people of Ontario to discontinue this advertising can scarcely be accused of being subject to the dictates of the box office.

"It has always been the policy of the writer to give the advertiser just a little bit more than the contract called for; to give a service that was just a little bit better than the service given by other newspapers. The question of the cost of giving this service has never been considered; we simply desired to do the best we could for our clients. A letter like yours, under the circumstances, tends to make a newspaper feel that any effort on behalf of its advertising clientele is effort that is not appreciated and that it would be much better to simply give what is necessary to be able to collect your accounts and let it go at that."

Advertiser Comes Back With Specific Examples

"Your letter of the 15th inst., in reply to mine of the 11th, has been read by me with great interest and, before proceeding further, I would like to thank you for the attempt to deal exhaustively with the subject touched upon in my letter of the 11th.

"From the evidence that you think that a letter like ours 'tends to make a newspaper feel that any effort on behalf of its advertising clientele is effort that is not appreciated,' I consider that I have failed to express myself sufficiently clearly, and I shall now try to do so.

"In the first place, I have no desire to question the sense of fairness towards advertising agencies which animates your paper, nor do I question that you have given to our copy, from time to time, positions which, if ordered, would carry extra charges; I am even

prepared to admit, if that will help us to clear the situation, that the (———) has been very kind in its treatment of the interests of the Company with which I am associated.

"I am gratified, in a sense, to learn that if anyone demanded that you discontinue advertising our products you would not comply with such a demand, for this to me indicates that you possess common sense, as well as a sense of independence.

"I presume that if anybody asked you to discontinue the advertisement of corsets, you would also assert your independence, and if anybody resented the use of your columns in arousing interest in Wall Street or the Jockey Club in Havana you would pay scant attention to such resentment.

"Let us assume that corsets, the stock-ticker, or the bookmakers lead to trouble, so much so that some well-meaning people consider them evils which should be removed from the path of grown men and women. If the day comes when the community decided that corsets, the stock-ticker, cigars, etc., should not be permitted to exist, your paper and all other papers in the country would be subject to censure if they, nevertheless, accepted money to advertise such evils.

"Now, the community, as represented by every reputable member of the medical profession, and as backed up by the laws, has decided that certain forms of patent medicines are decidedly objectionable, inasmuch as they depend upon deception and fraud for their commercial success. Whenever a commercial venture practices fraud and deception, especially when it trades upon the fears of the ignorant so that their life may be imperilled or their health permanently injured, it is high time for a reputable newspaper to refuse the use of its columns in advertising such wares. Surely as to this, there cannot be any two opinions.

"Now, I pick up one of the last issues of the (———) and I find that it is helping the following preparations to find a market.

"(a) Murine Eye Remedy.

"The American Medical Association of Chicago, U.S.A., has published a booklet, price 10 cents, called 'Miscellaneous Nostrums—Some patent medicines that are sold under misleading or fraudulent claims.' On pages 67 to 72, inclusive, it is demonstrated to the satisfaction of any right-minded person, that 'Murine Eye Remedy' and everybody actively connected with it should not be allowed the use of a decent paper.

"(b) Dodds Kidney Pills ('For Bright's Disease, Diabetes, etc.')

"The above-named Medical Association last year published a booklet entitled 'Nostrums for Kidney Diseases and Diabetes.' On page 12 of this booklet appears a description of the nostrum and facimile of the copy which has been appearing regularly in your paper.

"The Journal of the American Medical Association for November 10th, 1917, shows clearly that the claims which are made in Canada for this pill are carefully omitted from any description of the same pill when sold in the United States, for the reason that if the claims which are made in Canada were made in the United States, the proprietors would be subject to prosecution on the charge of making false and fraudulent statements regarding the value of their product.

"I notice that the copy now used in your paper omits the word 'cures.' This is a recent change, and in itself would be sufficient to characterize the nature of the product and the people selling it, inasmuch as inference now takes the place of the direct statement.

"(c) Nuxated Iron.

"According to the information in your paper, this 'will increase the strength of women 100% in two weeks' time.'

"I am not quite sure as to the contents of this particular product. I believe it contains a very good deal of alcohol, practically no nux, and next to no iron. On the face of it, a woman who is in the state described in the advertisement should be in the care of a reputable physician, who probably would discover that the symptoms described are so serious that a self-diagnosis and treatment may prove extremely dangerous to life.

"(d) Dr Chase's Ointment.

"According to the information published in your paper 'is every day curing cases which physicians have stated to be incurable by any means short of an operation.' Even if this statement were strictly true, what do you think is its effect upon people reading it, who may be afflicted with grave diseases? Do you not think that it may result in someone using such a product in an attempt to treat an ailment which they have diagnosed for themselves, thereby aggravating a trouble which, by prompt treatment at the hands of a competent physician or surgeon, might be treated with skill.

"It is not necessary to refer to other advertisements. I am content to leave with you, the consideration of the four products above mentioned.

"I have indicated to you two sources of information in regard to two of them and I have no doubt that from the same source you will be in a position to obtain full information as to the value of the other two.

"I personally have no doubt that the claims set up for the four products above described, can be classed as decidedly misleading, and that no reputable paper should be party to helping them to be sold.

"I gather that the point which you desire to make in your letter, under review, is that the (———) in its policy to the public and its advertisers, is actuated by a sense of gratitude, decency, fairness and high principles. Let me make a suggestion to you; investigate the merits of the above products and then do your duty by the public and those advertisers who are not trading on deception of the ignorant, and the exploitation of human misery. If you will do this, I will do everything in my power to see that this action receives recognition.

"I have written the above with every endeavor to suppress all statements which might hurt in a desire to believe that although you may have been misled you are thoroughly sincere in your intention to keep your advertising columns thoroughly clean, and that your action following upon this letter, will demonstrate it.

Publisher Admits He Doesn't Believe many of the Advertised Claims, and Assumes Other People Would not be so Foolish as to do so either.

"I am afraid that our ideas of what is right and wrong in advertising are so widely different that it would be impossible for us to agree on very many points.

"As regards Murine Eye Remedy Company, I know many people who have used and are using this remedy and claim they have had splendid results, getting a great deal of benefit from its use. I would not be inclined to pay very much attention to the booklet of the American Medical Association of Chicago, for it would naturally be prejudiced. You can take almost any proprietary article and the Medical Association can make a case against it, just as almost any doctor can make a case against any other doctor if he is prejudiced. Dodds Kidney Pills have been advertised for the past twenty or twenty-five years and I have known people who have used them who claim to have received much benefit, *I do not suppose that they would cure* an advanced stage of diabetes or Bright's disease any more than a doctor would, but I do believe they would cure either of these diseases in their incipient stage. I know different people who have had their cases diagnosed as Bright's disease and diabetes who have lived for years and died from some other ailment, *their only treatment being a fairly careful diet.*

"As regards Nuxated Iron. This is a newer remedy *of which I know very little.* Local druggists tell me that there is a fairly good sale for it, and many of their customers speak very highly of it. By this mail I received an enquiry from New York asking me if I could ascertain why the sales of this remedy had fallen off lately.

"Dr. Chase's Ointment, I believe, is an excellent remedy and has been used advantageously by a great many people. I do not imagine that *people who are affected by very grave diseases are likely to waste very much time in using this* or any other similar preparation, but do believe that it can be safely and effectively used for many minor ailments.

"We endeavor to discourage extravagant claims on the part of our advertisers and have refused a good deal of advertising that other advertisers know nothing about. I have refused three or four different advertisements no later than this week, but at the same time *if we refused all advertisements that other advertisers take exception to we would soon be carrying no advertising whatever.*

I think the departmental stores here endeavor to have their advertising as clean and as free from deception as it is possible to have it, but I have seen statements made that appeared to me to be just a little extravagant. We will not willingly allow any advertiser to 'trade on deception of the ignorant and the exploitation of human misery.' The fact that we are constantly refusing advertisements proves this.

ADVERTISER ARGUES THAT COMMONSENSE WOULD DAMN MANY ADVERTISED CLAIMS WHICH ARE RIDICULOUS ON THE FACE OF THEM.

"Answering your favor of the 25th inst., it is regrettable that you should reach the conclusion that our ideas of what is right and wrong in advertising make it 'impossible for us to agree on very many points.'

"Yet I see some hope of reaching an agreement in your assertion that one 'can take almost any proprietary article and the Medical Association can make a case against it.'

"I will go further and say: 'You can take almost any proprietary article advertised on this continent, and the American Medical Association *has* made a case against it.' What is more, it *has* made a case against it—so strong, so convincing that any Advertising Manager need not be in any doubt as to the utter impropriety of allowing his columns to be used to sell it.

"You say that you would pay little attention to the booklets of this Association, 'for it would naturally be prejudiced.'—Of course, it would be prejudiced against almost any remedy which is brought out with all the earmarks of charlatanry.

"I will turn to the columns of your own last issue, and even without going to the trouble of laboratory tests, I will lay my finger upon a score of nostrums, of which anyone possessing elementary medical knowledge can say that they are fraudulent in their pretensions, deceptive in their aims, if not criminal in their ultimate effects.

"Exaggeration? Do you really think that Marmola Tablets 'will reduce that fat (a pound a day)' and at the same time permit the user 'to eat all the candy, etc., craved.'

"Do you actually believe that the 'old sea captain cured his own rupture after doctors said: "operate or death." ' And that by getting the old sea dog's book anyone can use the same method —simple, easy, safe. Safe, indeed!

"Will you affirm that you are convinced that Mr. ———— is under the necessity of using 95 lines, double column, of your paper in order to trumpet his 'new and curious remedial discovery that never fails to give 'immediate results' whenever it is called upon to rid the body of the one trouble which accounts for 'deafness—confused thoughts — sore eyes — rheumatism — lame back—kidney disorders, weaknesses of the vital organs'—and doubtless anything else that ————'s crookedness can think of?

"Would you feel surprised if one doubted Dr. ———— assertion that 'headache' and 'tired feelings are the result of poisons in the system' and that one should understudy the lady in Brockville who 'took about ten boxes' of the Doctor's Kidney-Liver pills and lived to tell the humbugging tale?

"Is it necessary, do you think, to buy 125 lines, double column, to tell the world that 'if . . . your child . . . has the grippe or a sore throat *or any other childrens's ailment* . . . a teaspoonful of California Syrup of Figs . . . in a few hours . . . you will have a well, playful child again.

"What is this statement but the most impudent suggestion that the lives of helpless, innocent children be placed in jeopardy in order that the callous and heartless pick the pockets of poor distracted mothers.

"I will admit that, without being a scientist, I am prejudiced against the 'famous specialist' of 'Dublin University, Ireland,' who draws such a horrible picture of approaching deafness, and the day when 'you see loved ones, friends, and the little children in the street, looking at you with pity in their eyes, but regarding you as a curiosity, a person out of their world.' You ask yourself 'if death would not be the only relief from such a fate?'

"I am prejudiced against the gentleman despite the fact that you may write to him 'for the help he so freely offers out of a heart filled with pity for the victims of Deafness.' I am prejudiced against him even though a coupon 'entitles readers of the (————) to advice free on their ear troubles' if they will mark with 'an X for year' such illuminating aids to diagnosis as the following questions:

"Does wax form in your ears?

"Do you hear better in a noisy place?

"Can you hear some sounds better than others?

"Do your ears crack when you blow your nose?

"Whether or not, 'you have worried in secret' because of the X alongside these questions send to 'Ear Specialist Sproule of Boston' and 'out of a heart filled with pity' he will doubtless discover a means to fill his pocket.

"A ray of hope shot out from the D.D.D. advertisement (80 lines single). 'A few drops from this trial bottle will *sweep away* all suffering.' At last an honest advertising medico! The trial bottle, free, 'sweeps away *all* suffering.' Then, where does the 'graft' come in? Perhaps they count on the relapses, or perhaps 'all skin diseases' turn out to be hardy annuals. No matter—it is highly consoling to know that 'D.D.D. has no equal in the cure of the skin.'

"If only they would cure the 'skin game,' what a proper medium they have chosen in which to advertise.

"For surely, even though we may not be scientists, we have common sense enough to know what lies behind the whole series of advertisements from which I have just quoted.

"You think the Medical Association prejudiced against this quackery? They may be prejudiced, but they call a fraud a fraud and a swindle a swindle, and they do it over their signature. For instance, your advertisement of 'Goitre removed at home without operation or danger' is almost an exact copy, picture and all, of a photograph reproduced on page 21 of their booklet, 'Epilepsy Cure Frauds,' and the value of your advertisement of Mrs. M. Summers, may be gauged by reference to page 28 of their booklet called 'Convictions' — (not the convictions about which you and I differ, but the convictions in a court of law).

"You tell me that your paper endeavors 'to discourage extravagant claims on the part of your advertisers.' All I can say is that they don't seem to be very much discouraged!

"You tell me, as justification for carrying certain quack advertisements that these quacks are 'old customers' and therefore are 'entitled to consideration.' Any newspaper with a 20th century conscience will admit that its first duty is to its readers, not to its advertisers. To plead that discontinuing false and disgusting kind of advertisements would 'be an actual hardship' for the advertiser, is the veriest cant.

"You say that 'the (————) may be a little old-fashioned.' If you will permit me to say so, the advertising policy of the (————) belongs to the mid-Victorian era; it is out of joint with the times.

"I should like you to try and cure it. I would appreciate your making an honest endeavor to get at the facts involved in all this patent medicine swindle and if you do, I think you will join SATURDAY NIGHT of Toronto (Jan. 26th, 1918), in its declaration that 'we have reached a point in our existence where the patent medicine faker is to be eliminated.'

"If in an effort to make your advertising columns clean and free from deception, I can be of any service to you, pray command me."

PUBLISHER ADMITS THAT COMMONSENSE VIEWS AND HIS OWN ARE IRRECONCILABLE, AND GETS "SASSY."

"I have your letter of the 13th instant.

"In any event, our views on this subject are so altogther opposite that there is no chance of our getting together so why continue the correspondence?

"We will try and give your firm good service and try to meet your views as far as possible, but we certainly will not allow you to dictate to us as to our transactions with other firms. If we thought the advertising that is appearing in our papers was anything like as bad as you would have us believe it to be, we would have discontinued it long ago and would not have waited for any instructions from any other advertiser.

"The newspapers of Canada are no more dishonest than Canadians who are in your particular business, and when you impute dishonest motives to the newspapers of Canada, you are just as wrong as we would be if we repeated some of the many things that are being constantly said regarding the operations of certain 'trusts' in Canada."

ADVERTISER CLOSES THE CORRESPONDENCE WITH THE FOLLOWING, CONVINCED THAT THE PUBLISHER IS NOT SINCERE IN HIS CLAIMS TO CENSORING HIS COLUMNS.

"I duly received you letter of the 16th, from which, much to my regret, I cannot draw the conclusion that it is your intention to close your columns to such matter as was mentioned in my letter of the 29th ult. Short of a personal discussion of the several cases then alluded to, I cannot see any hope of reconciling our views by correspondence, and in so far as this particular matter is concerned, the correspondence will close.

"If the ethics of our business were being discussed, the last paragraph of your letter could, doubtless, afford scope for discussion."

Marketing
and Business Management

MONTHLY MAGAZINE OF CANADIAN BUSINESS

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

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W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

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NO FREE LIST

We have no complimentary or free list. MARKETING is sent only to those who pay for it. The receipt of a copy otherwise is an invitation to subscribe. Better include a subscription with your order for the 1918 LYDIATT'S BOOK, "What's What in Canadian Advertising." (See page 1), now ready.

BRITISH GOVERNMENT ENCOURAGES PUBLICITY

The report issued by the British Association of Advertising Agents, printed in this issue, deserves the most serious consideration of Canadian Governmental, newspaper and advertising interests. It shows that the British Government has taken a broad-minded view of the empire's business situation, and has recognized that it is for the good of the community at large that advertising continue to serve the dual purpose of preserving good-will and conserving man-power.

Although prevented for the time being from carrying on business through the customary channels by reason of his factory being operated by the Government or for war-supplies the English business man continues to keep in touch with his trade and the public through advertising. Many advertisements are seen in British journals of goods which are not now obtainable. Substantially they remind the public that "we are not able to supply you as usual because our entire output is required by the Government, but we don't wish to be forgotten." Thus good-will is maintained in a measure, despite the handicaps of war-time, which are mercilessly destroying the "connections" of many non-advertising firms. Others are relying on their advertising more than ever to do their selling. The way in which the British Government has marshalled the power of advertising to influence the actions and purposes of the people, affords a lesson in Governmental control which should serve for all time.

INCREASING ADVERTISING RATES

Advertisers who are disposed to rebel when asked to pay an increased rate for space in Canadian publications have less reason to protest than for congratulation that rates are not much higher.

Advertising rates in Canada are appreciably lower than obtained in the United States, when they might reasonably be a shade higher. For example, the minimum rates charged by newspapers in cities like Buffalo, Baltimore, Cincinnati, Detroit, Pittsburg, San Francisco and other cities comparable to Montreal and Toronto range from 10 cents to 21 cents a line, as compared with rates of 5 cents to 10½ cents a line prevailing in the Canadian cities. The New York Herald, with less than 100,000 circulation gets a minimum rate of 36 cents a line as compared with the 9 cent minimum rate of Toronto dailies with equal circulation.

Nor are rates advancing as fast as some seem to imagine. The rates as quoted in the 1918 LYDIATT'S BOOK show an average increase over 1917 rates of approximately only 14%, which is small indeed alongside the increases which have been enforced for all manner of other necessities. Advertisers have to thank the publishers who, by raising their subscription prices to a more reasonable figure, have been able thus far to keep their advertising rates down at a comparatively low level.

Advertising rates in Canada are going still higher, without a doubt. They have long been at too low a level. Increased production costs has forced them up a bit. Common-sense and good business judgment, when more publishers get it, will dictate still higher rates. Advertisers may as well prepare to pay. One way is to exercise greater discrimination in the selection of media. Advertising too cheaply bought is often too carelessly selected. If higher rates mean more careful buying the advertiser should come out on top, even with fewer papers, less space or insertions for his dollar.

GETTING THEIR BIT

It was a surprise to many of us that those who so enthusiastically and willingly gave up their time to canvassing for Victory Loan subscriptions last fall were paid for their "voluntary" work to the tune of a total of nearly $1,500,000.00. It was a surprise to most of the workers, we are told, who worked under the impression that they were "doing their bit."

Some criticism is heard that these rewards were entirely unnecessary. But doubtless the Government's view is that all who labor for it should be paid. The success of the loan was unquestionably due in large measure to the organizations of canvassers. True in some cities they had so many canvassers there were few left to be called on. But the entire expense of floating the loan came within 1¼%, and this is considered quite reasonable.

From the point of view that those who worked for the success of the loan should be paid for their time, how about the many who spent many hours

working to get business men to donate space to advertise the loan. Certainly their efforts contributed to the sale of bonds equally with many of those who got $385. apiece for collecting the results of such advertising. Then, too, there are the many firms who contributed money to pay for space to promote the Loan. Should they not be recompensed?

Having established the precedent of paying for services rendered in this connection, can the authorities afford to overlook those who, under the impression that everyone was "doing his bit" voluntarily and without expectation of reward, did not stint their time or money to further the success of the loan. While some men gave their time to *collecting* subscriptions others gave time to *getting* them by canvassing for contributions of advertising space, and others gave money to help get subscriptions through additional, though perhaps unnecessary, advertising. Should not all share in any rewards?

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SIDE-TRACKING THE AGENCIES

THE few publishers who argue that agency commision should be abolished and rates made net to everybody, seem to lack confidence in their own judgment, or the courage to practice what they preach.

Instead they strive by quibbling and discrimination to "disqualify" certain advertisers, including the Government, from taking advantage of established terms. They want the advertiser to side-track the agency, do business direct and save them money. Having established certain rates, which include charges covering the amount of the agency commission, they wish to deny *some* advertisers any advantage there may be in utilizing the services of these agents, but without any compensating discount to such advertisers.

As we write this our attention is called to a editorial in the Toronto Daily Star slamming the editorial attitude of certain papers. We quote the following paragraph because of its apt application to the business attitude of some of these papers, including the Star :

"The developments of the past five years have taught these journals nothing, because they care nothing for policies and principles, but think only of persons and parties. Nothing is of importance to them except the effort to "do" the other fellows in the game of party politics."

In other words, the business departments of some of our daily newspapers seem to care nothing for policies and principles, but seek to play the game unhampered by any rules and regulations. In convention assembled they adopt standards of practice—agree to charge the same rate to everybody—decide on regulations to govern their general advertising agents—then go home and hit below the belt whenever a good opportunity seems to offer.

The establishment of agencies has been encouraged by publishers, at least until very recent years. If they are paid commissions which they do not earn—if established rates of commission are too high—if publishers rates should be net to everybody—then why not so decide, and abide by the consequences. It is any publisher's privilege to abolish agency commission at once, so far as his individual rate card is concerned. Some newspapers in the United States have never allowed any discounts from their rate cards to agents or anyone else. But they have the courage of their convictions.

Until the time comes when any one or any number of Canadian publishers shall decide to make rate cards net to everybody—until rates are fairly based on "no discounts allowed"—until "commission allowed to recognized agencies" is no longer a trade practice, or in any case the policy of any individual publisher—until then the publisher's columns should be open to everyone on the same terms, without discrimination. The agency commission is a wholesaler's discount, and should be so treated.

If the middleman in advertising should be eliminated, then eliminate him forthwith, outright. It is hypocritical to rail at the Kaiser's disregard of international law and his treatment of agreements as "scraps of paper," and at the same time in your own business disregard the recognized laws of your trade, and the written agreements on which other men's businesses are based.

If the law or trade practice of paying agents a commission is wrong, change it. Until then, live up to it. Be on the level. Play the game.

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CANADIAN BUSINESS AFTER THE WAR

MUCH is to be gained by anticipating probable after-the-war conditions. It is interesting to note in this connection that Sir Edmund Walker, President of the Canadian Bank of Commerce agrees with the views advanced by Prof. Swanson in his article in last month's MARKETING. In a recent speech before the Empire Club, Sir Edmund is reported as saying that after the war there would be an accumulation of capital such as the country had never known; heads of manufacturing concerns would have experience such as they had never had, courage and boldness and skill that had been forced upon them by the pressure of the war; and there would be scientific ability and knowledge behind them if they were wise. There would be much rebuilding of railroads and a vastly increased enterprise in the opening up of the virgin resources of the country. *There would be a period of high prices* such as always accompanied a great national debt, and there would be an effort to keep up prices so that the bondholder should get as little as possible for his bond.

Canada would have the greatest water powers in the world. Canada had almost as much gold as the United States, and since the foundation of credit was gold, there would be a constant outflow of new gold. Canada would remain one of the great timber countries of the world, and her pulp industry should be of enormous proportions. In steel and copper Britain and Canada would be as well off as Germany, and in combination with the United States would beat the world. Canada had 85 per cent. of the world's nickel, and Britain had come into possession of the nickel mines of Norway. The spelter of Australia had ceased to go to the Germans, to be afterwards bought by Great Britain.

Much depends, however, on our having "the courage of our opportunities."

Another Object Lesson in Display

A STUDY of the principles of display will prove of great assistance to any advertising man in giving *expression* to his thoughts and suitable shades of *emphasis* to his arguments? For it is through the choice of types and their proper arrangement that we gain for the printed word the values given to spoken words through facial expression, tone of voice, attitude of speaker, etc.

If your only object in display is to attract attention be careful lest the attention you attract is not warranted by the actual importance of the attention-attracting display. If you "shock" a passerby into noticing you, be prepared to follow it up and justify your command of his attention. Otherwise you are not likely to command respect. The crazy antics of a lunatic may "attract attention" or arouse curiosity, but one does not expect them to be justified or lead to any logical conclusion.

Continuing then consideration of the *interpretative* purpose of display illustrated in the March issue, note how in the following examples we make the reading of our matter easy, quick and certain, by *subordination*. In the mass of printing that comes before men's eyes they will naturally choose the easiest. In the rush of business or pleasure they want to get at the gist of things without loss of time or confusion. They resent being tricked. They appreciate being assisted in their effort to grasp quickly the meaning of your message, and the relative importance of its parts.

This principle of subordination is vitally important. Yet a host of advertising men, and even a great many printers, seem to ignore it.

When in a piece of copy there is

one thing

most important, it is not right to ignore its supremacy and give

a second thing

almost as much prominence. And especially should we be careful not to exalt any of the

many lesser points

which, we may depend upon it, will be well looked into, if the headings interest the reader.

In order that some parts of our message may be made important, it follows that some other parts must remain in the ranks, or a commanding position is impossible. There must be a body to carry a head. Something must lead. And an overabundance of officers does not make a strong company. Likewise an overabundance of emphatic words or dispayed lines does not make a strong display.

Much as we need officers or headlines in "commanding positions," the creation of too many leads inevitably to contest for precedence, and the "insubordination" which is the bane of military and typographical organizations. The fewer the points of emphasis the stronger those points may be made.

In securing suitable display for short matter having only one heading the problem is a simple one. But the principle is equally applicable to the individual parts of a longer piece of copy.

Let us have one thing at a time.

Asecond thing

should not be allowed to interfere with the proper force of the

one thing

which is evidently most important. And especially should we be careful not to exalt any of the

many lesser points

which, we may depend upon it, will be well looked into, if the headings interest the reader.

If we first divide the matter up into logical parts, then set a heading or chief line over each part, the difficulties begin to vanish. These headings or chief lines, however, must be given distinctly varying degrees of emphasis, so that one point will be taken up after another. This is another phase of subordination—that absolute order must prevail.

This "one at a time" idea is the only safe way of getting things out in a rush. And readers—of advertisements at least—are always demanding rush. Accidents so common at crowded corners, or in crowded buildings when many people try to get out through the same exit at the same moment, have a parallel in display work, when a dozen or fifty separate ideas are thrust out all at once and with equal emphasis.

We can lead people to read our message as we wish it read, with the intended emphasis, although they will seem to be following their natural inclination. Yet they will take up our points in the order we have desired or determined. Display can insure three, four or even half a dozen points being taken up in desired order.

"The top of the ad. or headline is always first seen" we were once told. Not necessarily. The largest or boldest line will usually be seen first and be read first; the next prominent will follow in the reader's attention, and so on. An example of this is shown in the three illustrative specimens. "One thing" invariably catches the eye first, whether at the top, middle or bottom of the matter. "A second thing" will be noticed next, and "many lesser points" will get the attention third. All three lines will get attention, it is likely, before any of the matter in eight-point is read.

Figure 3 is the weaker display, simply because the important factor of natural progression from top to bottom is ignored. Still, as to the interpretation of the matter, the same proportionate emphasis remains, and cannot be misunderstood. It is obvious that the "one thing" is to precede all else and that the "many lesser points" is to follow the other two.

Thus display aims to attract attention, but also to interpret the copy as a speaker adds to his mere spoken words by pauses, emphasis and gestures to help the audience more clearly understand him. By recognizing this principle of subordination we not only gain the reader's eye, but lead him to see the main points almost instantly and in the order we desire; further, by the degrees of emphasis placed on different words, he quickly grasps their intended *comparative value*.

We should not exalt any of the

many lesser points

which we may depend upon it, will be well looked into, if the headings interest the reader. And there should never be

a second thing

allowed in any way to interfere with proper force being given the

one thing

which is evidently most important.

Sales Influence on Manufacturing Standards

Buying exactions of the Marshall-Field store have had marked constructive influence on manufacturing standards, in addition to furnishing convincing "talking points." Based on an interview with R. A. Brown, Advertising Manager, Marshall Field & Company, Chicago

Written for MARKETING by R. G. GRANT.

A YOUNG woman had seen wicker clothes-baskets advertised "on sale at 68 cents." But she liked to "look around," and in Marshall Fields was shown a basket at $1.25, apparently little better in appearance than the bargain ones. She protested at the price, mentioning the bargain sale baskets to be had only a few blocks away.

"Madam," said the salesman, "run your hand around the inside of this basket. You find the inside just as smooth as the outside. Not a single sharp end sticking out to catch delicate laces and fabrics and tear them. These baskets are made by the manufacturers according to Marshall Field special specifications. They are of the best quality wicker. The ends are cut a quarter of an inch closer than in ordinary practice. We insisted the manufacturer make them our way instead of the usual way, and we had to pay extra for them. But they are made right and will give absolute satisfaction."

The shopper saw the point. Quality proved a stronger argument than price, and she bought it.

This incident is mentioned by Mr. R. A. Brown, advertising manager of Marshall Field & Company, as illustrating a Marshall Field practice which is carried out to a marked degree.

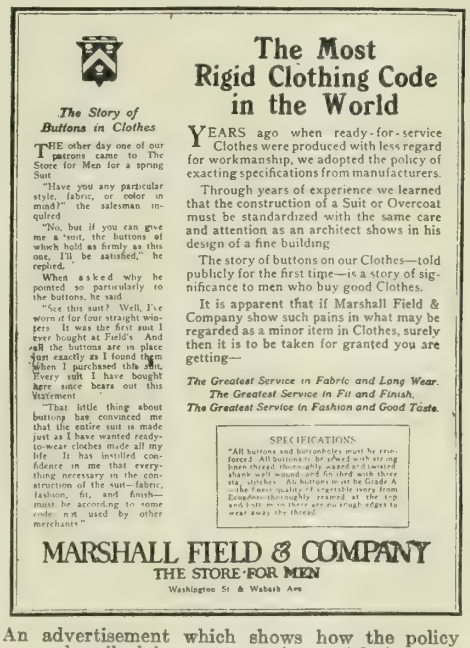
In general, it may be said that all retailers of any importance at all, influence manufacturing standards to some extent. The retailer is the manufacturer's outlet, and the wide-awake manufacturer is always asking for suggestions from retailers. Naturally he wants to please them. But only very large retailers are in a position to insist on out-of-the-ordinary refinements in manufacturing—and Mr. Brown states that though many of the largest stores are very exacting, at times, he is certain no other store has ever gone the lengths that Marshall Field has in this regard.

"Practically never," says Mr. Brown, "does a Marshall Field buyer look at a salesman's samples and say, 'This is alright. We'll take so-and-so.' Instead the buyer will say- 'This looks pretty good. We will buy from you, but you must make the goods not as you have them here but according to our specifications. You must do this, and that, and the other.' "

To put it tersely, the Marshall Field ideal has always been to give the very best goods possible and at the right price. As they view their problem in making good on this, it involves the store's having a word in the manufacture as well as the distribution of the goods it handles, which has, in instances, led even to manufacturing by the firm itself.

Creative Merchandising.

That this is a well defined policy of the store is indicated by the following paragraph which occurs in a semi-confidential compendium of store policies and practice: "Creative Merchandising: Through its specifications in buying and its judgment in selection, the Store exerts an important influence upon the standards of manufacture. It is perhaps the greatest single factor in the world in the improvement of general merchandise. After a manufacturer has developed his product to his own highest standards, it is often the function of the Store to specify such improvements as experience suggests will be appreciated by a clientele that demands the best that can be made. These improvements are obviously of great value to the manufacturer and often are considered as new standards thereafter. On a complicated article of apparel it has been found desirable to specify as high as forty points or changes above what otherwise might have been passed as standard shop practice. It is this spirit infused into all its purchases that gives the store its foremost place in creative merchandising."



The Story of Buttons in Clothes

THE other day one of our patrons came to The Store for Men for a spring Suit.

"Have you any particular style, fabric, or color in mind?" the salesman inquired.

"No, but if you can give me a suit, the buttons of which hold as firmly as this one, I'll be satisfied," he replied.

When asked why he pointed so particularly to the buttons, he said:

"See this suit? Well, I've worn it for four straight winters. It was the first suit I ever bought at Field's. And all the buttons are in place just exactly as I found them when I purchased the suit. Every suit I have bought here since bears out this statement.

"That little thing about buttons has convinced me that the entire suit is made just as I have wanted ready-to-wear clothes made all my life. It has instilled confidence in me that everything necessary in the construction of the suit—fabric, fashion, fit, and finish—must be according to some code not used by other merchants."

The Most Rigid Clothing Code in the World

YEARS ago when ready-for-service Clothes were produced with less regard for workmanship, we adopted the policy of exacting specifications from manufacturers.

Through years of experience we learned that the construction of a Suit or Overcoat must be standardized with the same care and attention as an architect shows in his design of a fine building.

The story of buttons on our Clothes—told publicly for the first time—is a story of significance to men who buy good Clothes.

It is apparent that if Marshall Field & Company show such pains in what may be regarded as a minor item in Clothes, surely then it is to be taken for granted you are getting—

The Greatest Service in Fabric and Long Wear.
The Greatest Service in Fit and Finish.
The Greatest Service in Fashion and Good Taste.

SPECIFICATIONS:

"All buttons and buttonholes must be reinforced. All buttons to be sewed with strong linen thread, thoroughly waxed and twisted, shank well wound, and finished with three stay stitches. All buttons must be Grade A—the finest quality of vegetable ivory from Ecuador—thoroughly reamed at the top and bottom so there are no rough edges to wear away the thread.

MARSHALL FIELD & COMPANY
THE STORE FOR MEN
Washington St. & Wabash Ave.

An advertisement which shows how the policy described in accompanying article is exploited to the public.

Additional specific instances of how this policy works out, as secured by the writer from various Marshall Field buyers, may prove of interest. Mr. Lambert, of the furniture department, mentioned the case of baby-crib springs. At one time it was practically impossible to buy these cribs from regular stocks with satisfactory springs. They were strong enough to give service until the child should begin to stand up and jump about in its crib, but then complaints of sagging and even complete wreck would develop. Marshall Field never buy such cribs without specifying in detail regarding the springs. Again, one will not find on the store floors a single wooden bed which is not finished off just as handsomely on the back of the headboard as the front. This is a result of special specifications, as trade practice does not call for this refinement, and elsewhere one can find the handsomest and most costly beds with unsightly backs, unvarnished and streaked with varnish that squeezed between the panels from the other side. Mr. Lambert called attention to the fact that beds are often placed where their backs are not completely hidden from view. This touch also adds greatly to appearance on the sales floor, which is not a prime consideration, however, The real reason for their insistence on the point is that highest standards of workmanship seem to call for this extra care. They want the product right.

Going even a step further, the Marshall Field buyers must be creative style experts. The furniture buyers will go the Grand Rapids and Eastern markets, and instead of ordering what they find they will apply their constructive, critical faculty. Having contributed their expert advice to the development of an exclusive style they often find it worth while to specify that the pattern be made exclusively for Marshall Field, in Chicago.

Women's underwear offers an example of inability of the Store to secure what it wanted without manufacturing it themselves. The result was Athena Underwear, now nationally known——a Marshall Field product from first to last and advertised as having form-fitting refinements not possessed by any other garments in their class. The brand is now nationally advertised, Marshall Field retailing it exclusively only in the Chicago Loop.

This department furnishes another interesting illustration of the policy, in the case of Made-in-Japan silk undergarments. Mr. Brown says that so far as he knows Marshall Field is the only store which has ever shown the Japanese workers how to make form-fitting garments, instead of simply taking them in the exceptionally loose, sack-like designs which are in vogue in Japan.

Advertising These Practices.

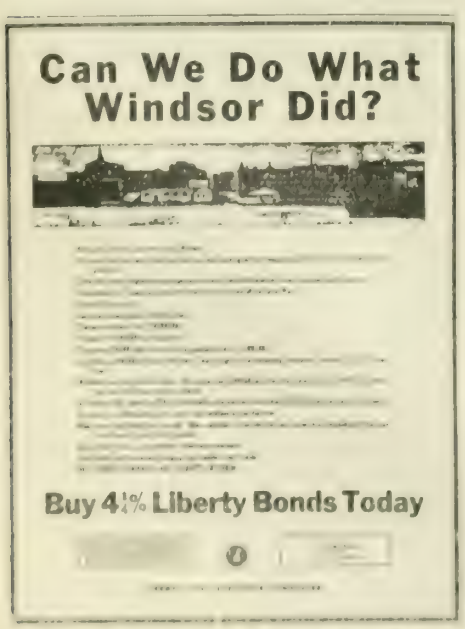
A quality store needs quality talking points, as it must usually compete on an other-than-price basis. It is at once seen how the exacting buying methods have developed convincing talking points. Naturally they are made the most of, both by the salespeople and in the store advertising. Marshall Field's big retail store is said to be the handsomest and largest single retail store building in the world. Unquestionably it stands, architecturally, as the "hub" of Chicago business architecture. To make the store advertising express this same distinctiveness and atmosphere of transcendency has been no mean task. The store's buying practices have furnished a most valuable advertising asset, in this direction.

In the past few months this has been especially well brought out in the advertising of the Marshall Field Store for Men, a regular department of the store, though now separately housed. It will repay every reader of this article to read the text of the advertisement illustrated herewith, about "The Most Rigid Clothing Code in the World," and setting forth the details about one of the store's long list of clothing specifications, namely, how buttons shall be sewed on. Another advertisement stated: "In men's clothing, for instance, we have been able to develop scores of worth while specifications over and above the standard shop practice of the foremost tailoring establishments in the country."

The writer talked to Mr. White, one of the clothing buyers for the store, and was shown many of these refinements. Seams must be sewed with silk; cash pockets must be set in double-thick fabric so they cannot tear out; after a button is sewed on, at least three needle-thrusts must be taken before thread is cut; and buttons may not be sewn on in series without breaking the thread. Every pair of trousers in the Marshall Field store contains a secret money pocket; and so on.

One suit from every consignment is taken at random and minutely examined to check up on the specifications. "It takes courage," says an advertisement, "to insist, in the face of many commonly accepted finalities, that such specifications be carried out to the letter. And yet such is the spirit back of this business," Mr. White says that Marshall Field positively insists on its specifications, and that the result is that manufacturers carry them out to the letter.

Such policies have won an enviable quality reputation for Marshall Field & Company goods, and they are having a constructive influence throughout the manufacturing business of the country. A manufacturer recently said to Mr. White: "Your advertising of Marshall Field's exacting specifications is beginning to cause talk. This year a surprising number of retailers have asked me if I make all my clothes according to Field specifications or only those made for Field. They say they want to buy clothes made according to Field specifications."



War-Time Advertising in Great Britain

An illuminating review of business and advertising conditions in England following the outbreak of war, with an explanation of Great Britain's war-time advertising policy, from the Association of British Advertising Agents.

FOLLOWING the declaration of war advertising in Great Britain was for the moment very generally suspended. No one knew what would happen, and the almost universal feeling was that prudence dictated a waiting attitude until the course of events should indicate more clearly what the future had in store for the business man.

It will be recalled that a financial panic, which in the event of war had been predicted by a number of well-known writers, was averted by the prompt action of the Government in extending the bank holiday, declaring a moratorium and making paper money legal tender.

The worst did not happen, but for some time there was a period during which advertisers refrained from advertising on other grounds. What these grounds were was made clear at a meeting convened at the Aldwych Club, presided over by T. Swinborne Sheldrake, when three well-known advertisers each took one branch of the subject.

THREE VIEWS OF CONDITIONS

L. H. Hartland Swan, of the Icilma Company, Limited, which has a number of widely advertised toilet preparations, explained the difficulties in the way of obtaining the necessary raw material for the preparation of the articles his firm manufactured.

Arthur Samuel, member of the Council of the Association of Chambers of Commerce of the United Kingdom, explained the difficulties that arose from the temporary withdrawal of banking facilities.

Burriss Gahan showed that the new conditions had completely subverted the ordinary channels of demand, and rendered it temporarily impossible for the advertiser to find prospective buyers at a cost which would justify him in continuing his expenditure on advertising.

These conditions passed away.

Although the British Government prohibited imports of many raw materials, this was a general order, and was followed by a system under which firms received licenses to import specified quantities.

Moreover, a great deal of the difficulty in regard to raw materials was overcome by the use of substitutes, which, if not giving quite as good results as the materials originally used were sufficiently good to enable business to be continued.

The financial stringency was overcome by measures adopted by the Government to assist holders of foreign bills. These were in the direction of making the national credit available for the continuance of the nation's business—not only for war but for trade.

FUND FOR UNEMPLOYED NOT NEEDED

On the outbreak of the war the Prince of Wales placed himself at the head of a movement to raise a huge fund for the relief of distress caused by unemployment as a result of the war. Immense sums were quickly raised, but to the astonishment of everyone it was found that there was little need for the money.

The recruitment of a great number of our young men depleted the labor market. The Government undertook to provide enormous quantities of munitions of war of every description, not only for the British army but for our allies

Instead of work being scarce there was never a time in the history of the country when there was so fierce a demand for labor of every kind. Literally millions of women enrolled themselves as munition workers and in other capacities.

No man was too old or infirm to do something toward the happy issue of events to which we are looking forward. Members of the leisure class, both men and women, threw themselves into the work, in many cases undertaking manual labor of an arduous and unpleasant character in order to help the country in its time of crisis.

And yet, with all this, the demand for labor was never fully supplied.

PEACE TIME DATA RENDERED VALUELESS

These facts in regard to the labor market are mentioned because of their bearing on the advertising situation.

The British Government paid what are considered very big wages to all its employees, with the result that a higher rate was necessarily entailed all round, and enormous sums of money were paid out every week in centers where munition making was going on.

In other words, the center of gravity of the advertising world was changed.

The advertiser's data acquired during times of peace were rendered practically of no value by the passing of so many of their prospective buyers into the army and into other occupations, by the reduction of the spending power of the professional classes, and by the aggregation of great numbers of highly paid workers in such places as Sheffield, Coventry and other centers where Government work was going on.

Many of the persons receiving these high wages from the Government had a considerable margin for spending for the first time in their lives, and proceeded not unnaturally to supply themselves with articles that in the ordinary way would be considered luxuries. Following a few months of stagnation there was a great revival in the demand for furs, musical instruments, jewelry and similar commodities.

The advertisers of articles which appeal to munition workers had no difficulty whatever in making their advertising profitable by appealing to this section of the community advertising in the press.

FIRMS BROUGHT UNDER GOVERNMENT CONTROL

A great number of firms was brought under direct Government control and the whole of their output taken by the Government.

This, as might have been expected, had materially affected the advertising situation. Take for instance the manufacturers of motor cars. From the very outset, the whole of the outturn of their works was taken by the Government and they were unable to do anything for their private customers. Subsequently the shortage of petrol led to restrictions on the use of motor cars, and literally to the abolition of their use for private purposes.

Reverting to the position of the motor car manufacturer as typical of a number of industries the output of which was absorbed by the Government, it was pointed out to the British Government on their behalf that although the necessity for the suspension of their private trade was recognized as a national necessity, such suspension necessarily entailed loss of good will, unless steps were taken to see that it was preserved by judicious advertising.

PROVISIONS FOR LIMITED EXPENDITURE

Particularly was this the case when the British market was being supplied by goods sent in from overseas, for sale in place of British-made articles whose reputation had been built up by judicious advertising over a number of years.

The Government recognized the justice of this contention, and provision was made for limited expenditure by controlled firms on advertising with a view to the preservation of good will during the period while they were unable to continue their normal trade.

The advertising agents' association, feeling very strongly that this was a matter of the greatest importance, has done everything possible to emphasize the fact that a very large proportion of the national wealth consist not in material things, such as factories and shops, but in the good will that its manufacturers have in commodities which they have been producing for many years, known by their brand marks and trademarks to buyers, not only in this country, but in all parts of the world.

This association recently published a booklet insisting that one of the most important of the functions of advertising is the creation and maintenance of good will in branded articles, and urging the supplementary point that just as a trade-mark gives a guaranty of the quality of goods so it becomes a danger signal by which the public may be warned against repurchase of goods which for any reason are not what they require, or are not offered at a fair economic price.

It is a matter for congratulation that the principle is gaining acceptance that the good will built up by advertising is as much an asset of a business as its factory, plant, or book debts, and members of this association are of the opinion that by far the larger part of the advertising now being placed in this country is placed with a view to the preservation of good

Stratford, Ont., a typical Canadian small city buying center. In the 40 leading cities or buying centers of Canada, EVERYWOMAN'S WORLD has 53,000 of its circulation and reaches one in every 7.54 homes.

City of Stratford—A Correction!

ERRORS will happen in the best of families and we're glad to take this first opportunity to acknowledge a grievous mistake that passed through in the Everywoman's Storekeeper advertisement in "Marketing" for April. In place of the above cut, which should have appeared, there was inadvertently published a picture from Acton West. You can appreciate how promptly and loudly we heard from one of the "fathers" of Stratford—"the proudest city in Ontario." Incidentally there was an error under the caption which mentioned the town of Strathroy, when it was the town of Mitchell that was intended.

Everywoman's Storekeepers

A Complimentary Service

Covering Canada's Metropolitan Markets

THIS complimentary service completes the selling circle and steps up the efficiency of your sales efforts on the retail trade. Practically every storekeeper worthy of your attention in Canada knows Everywoman's World **most favorably** because his wife, or some one of the women folk of his family, subscribes for it and reads it—yes, **loves it!** Through Everywoman's Storekeepers we call on the retailers and explain to them the great power of the advertising in Everywoman's World, making sales right in their own local neighborhoods and bringing customers to their stores to buy the live goods which have been made alive through advertising in Everywoman's World, "Canada's Magazine for Canada's Women."

The Druggists get the attention in July with Everywoman's Druggist Storekeeper along with Everywoman's World, a strong patriotic Canadian Number advancing "*Canada First—British Empire United.*" The druggists are covered also in December with the special Christmas Number.

All particulars, and specimen copies of the April Everywoman's Grocery Storekeeper, are available on request to interested advertisers and advertising agency men.

Continental Publishing Co., Limited, Toronto

Publishers Everywoman's World, Rural Canada, Everywoman's Needlecraft Companion, and Everywoman's Storekeepers.

will, and with a view to the resumption of trading under peaceful conditions at a later era.

There is still some advertising of ordinary domestic commodities, and this advertising has largely been used to explain the uses to which the various commodities can be put to meet the exigencies of the war.

GOVERNMENT ADVERTISING

So far nothing has been said of the Government advertising, but this has played a very important part during the last three years. In the early days of the war an effort was made to recruit our army solely by voluntary enlistment, and an immense sum was spent by the Government in inducing the young men to leave their employment and join the army and navy.

Subsequently, compulsory enlistment was adopted, and it was no longer necessary for the Government to spend money on this kind of publicity.

In its place has come publicity for obtaining subscriptions to the war loan, and advertising directed toward making the public realize the necessity for economy in the use of food.

Such Government advertising, of course, has taken precedence over ordinary commercial advertisements, and owing to the increasing shortage of shipping the Government has greatly restricted the imports of paper.

EFFECT OF THE PAPER SHORTAGE ON PUBLICATIONS

The shortage of paper has naturally resulted in a great increase in its price, and this has led to a very general increase in the price of British newspapers and periodicals.

The circulation of British newspapers showed an abnormal increase during the early days of the war, but latterly there has been a considerable falling off, due partly to the absence of so many of our men, and partly to difficulties which newspaper proprietors have deliberately put in the way of the public in obtaining their papers.

Trade returns have been reduced to a minimum, and the papers are only half their former size.

There has been a general increase in the advertisement rates and some reduction in the space available for advertising.

The experience of the members of this association has been that the reduction in the size of the space available for the advertiser has not been altogether an unfavorable feature, as greater attention has been paid to the preparation of copy.

USE OF TRAVELLING SALESMEN

The view of the most enlightened firms in this country is that although they have been unable to fulfill customers' orders, it has been a perfectly sound policy to continue to employ a staff of salesmen with the object of keeping in touch with their customers and explaining to the retailers the difficulties that have rendered it impossible for wholesalers and manufacturers to supply them with the goods for which they have asked.

The members of this association are of the opinion that this broad-minded policy on the part of great firms has been most useful in disseminating, in country districts and the suburbs, protection information as to the position of the country.

REGULAR TRIPS; NO SALES

One instance perhaps will suffice. It is that of a firm employing 25 travelling salesmen before the war. It still employs 25 travelers, either middle-aged or men discharged from the army as unfit for further active service. For many months now the firm has been unable to sell a single article, but it still retains the services of the salesmen, who are making their regular journeys and keeping in touch with their old customers with a view to the preservation of the firm's good will.

The opinion of this association is that where it has been possible to retain the services of salesmen in this country, the expense has been justified, not only to the employer, but on the broader national ground that their quiet, personal work has done much for the Government.

In regard to salaries, most firms in this country, owing to the increase in the cost of living, have found it necessary to give their employees, apart from manual laborers, war bonuses.

This association has made it one of the points of the case for the continuance of advertising as long as possible that it can be used as a substitute for travelers to a great extent in many directions, and that it is unquestionable that where there is need for the saving of man power, advertising can play a most important part and fulfil a national function.

The members of this association feel that the Government of this country, which again and again has been advised to place severe restrictions on advertising, would not have made provision for its continuance but for the fact that, taking a broad-minded view of the situation, it recognized that it was for the good of the community that advertising should be continued, to serve a dual purpose in preserving good will and conserving man power.

❦ ❦ ❦

CHAS. F. COLING,

Formerly Advertising Manager of the Winnipeg Free Press, recently appointed Assistant to the President of the Vancouver Sun.

(*Continued from page 4*)

tising—presumably on the policy of 'charging all the traffic will bear.'

In view of the foregoing, is it any wonder that government advertising looked like a fair prospect for unfair discrimination? Why should publishers provide the services of an advertising agent to the government free of all charge (as they do for commercial advertisers) when by adopting a firm attitude they might make the government pay a surcharge for the service of any advertising agency it wishes to employ?

It is refreshing to learn, from the article in the April issue of MARKETING, that the newspaper publishers of Canada are not by any means unanimous in the belief that the government should receive less favourable terms than are granted to commercial advertisers. It is gratifying to know that so many publishers disapprove of profiteering in advertising space as strongly as they disapproved of profiteering in bacon."

❦ ❦ ❦

Let us suppose that you are a competent successful man of business. Most of the readers of this Magazine are.

How did you climb up to your present position? Was it not by study and hard work and learning—learning—learning?

Have you not found, in your own experience, that your success has depended upon your own energy and efficiency? Of course you have.

Then why not go farther? Is it not true that most men stop learning too soon? Is it not true that most successful men are satisfied with a comparatively small success, when if they had pushed forward they might have been at the very top?—*Herbert N. Casson.*

❦ ❦ ❦

"A man can solve almost any practical problem if he will first divide it up into little parts, and go at it bit by bit."

This is the true Efficiency method. First investigate. Get the facts. Then analyse them. Then divide the problem into its different elements, and solve one element at a time.—*Herbert N. Casson.*

❦ ❦ ❦

These are days of worry. All of us worry too much.

Worry is temperamental. Thin men worry most. There is no sure cure for worry; but here is a suggestion for an anti-worry tonic.

Put down on a sheet of paper all the things you are worrying about. Put these down fairly and honestly.

If you worried this morning because your slippers were misplaced, put it down.

If you worried because Tommy spilled the marmalade on the tablecloth, put it down.

If you worried because the telephone girl gave you the wrong number, put it down. What else did you expect?

Then, when the whole dark list of your troubles is on paper, take your pencil and strike out those that didn't matter. And then see how few there are left. THEN STOP WORRYING.

Making Sales By Talking Service

Many articles bought, not for the thing itself, but for what it will do. Many selling successes won by playing up the service rendered, rather than technical or price advantage.

THE STORY is told of a clever young man who applied for a job as salesman of a company selling pumping equipment to farmers. "What do you know about pumping?" asked the sales-manager.

"Everything," answered the technically trained young man. "The only variable factor is the possible receding water level in the well. Outside of that, everything there is to know is all set down in the books—and I know the books backward.

"Well, how many gallons of water does the average cow drink in a day?" queried the sales-manager. "How much water does the average family of five persons use per day for drinking, bathing, dish and clothes washing, house-cleaning, etc.?—how much water is required to sprinkle a lawn 50 ft. by 50 ft.?—how ——."

"But what's all that got to do with pumping?" interrupted the would be salesman.

"Everything. We're selling a power plant hooked to a pump, but the *farmer is buying* water for his stock, his household, his garden. We are selling him so much horse-power, but he is buying water at the faucet or hose nozzle. Knowing about head, lift, gallons-per-hour, motor efficiency, pump efficiency, pipe sizes, and all the stuff in the books, is only the beginning of the knowledge necessary to sell our equipment. You've got to know about the capacity of a thirsty calf, the water requirements of the family wash, because that's *what you'll have to talk* in order to sell our goods."

This is the basis on which many goods are now sold, particularly labor-saving devices. Many of the most successful salesmen for various devices have little more than rudimentary knowledge of their technical construction, or mechanical points which loom so large in the mind of the inventor or with the manufacturing end of the business.

For example, sprinkler systems are merely so much pipe, fittings and labor of putting them in. But do you ever see them advertised, or did you ever hear of them being sold, on the basis of the amount of water delivered in a given time, whether steel or wrought iron pipe is used, or the fittings cast or malleable. Probably there are more or less important points of difference between one sprinkler system and another, but these are the last things mentioned. The selling talk revolves almost wholly around their value in reducing fire risk—on what they will do, not on what they are or how they work.

The motor truck salesman does not sell a four-wheeled vehicle of a certain weight or driving power so much as the service the vehicle will render. The buyer's interest is in getting the truck which will do the most work at the least cost and with the least trouble—and the wise salesman views it from his standpoint.

Likewise, the electrical contractor's salesman does not talk lamps, reflectors, installation cost and kilowatt hours—for on this basis sales are hardest to make, competition is large and profits prescribed. Moreover most prospects would have difficulty in comprehending what he is talking about. How much easier, more interesting and profitable it is to centre the selling talk on greater accuracy in workmanship, lessened spoilage of materials, increased factory production for same labor cost, lessened eye strain, reduced accident risks, easier supervision of employees, etc.—the things which are gained by better lighting equipment.

What it will do is what interests the business man. When he hires labor he does not care so much whether the girls who are to do folding, for instance, are tall or short, little or big, blond or brunette, this or that nationality. But they must be able to fold day in and day out a minimum average output, and do it accurately. When the same man buys a machine his interest in it is much the same. He doesn't care whether the result is secured through so many wheels or levers, keys or rollers. His interest is in the kind and amount of work it will do, as compared with competing machines. So the wise salesman translates every argument into terms of service. The number of parts in the machine, how they work, what the price is, are all minor matters when compared with what it will *do*.

A striking illustration is found in the automobile field where for some years nearly every manufacturer emphasized features of technical construction in a way which could be understood only with difficulty, unless by a mechanical engineer. Latterly the selling arguments have shifted to picture what an automobile means to the family in terms of pleasure and convenience—and the tremendous sales of the past few years have been the result. Many have been led to buy cars who know not the first thing about the mechanical construction. Technical talk scares them, but when you talk about what they can do with a motor car they begin to get interested.

The adding machine, multigraph, addressing machine, farm engines, talking machine, player-piano afford further illustrations of big sales built up, not through emphasizing details of manufacturing superiority, but by dwelling almost wholly on the service rendered.

Even in other lines than specialties, big sales have been built up on the service idea. Many manufacturers and wholesalers in highly competitive fields maintain a strong hold on their trade through close attention and constant emphasis, on the feature of service. The salesman who is constantly thinking of what he can do for the customer, rather than what the customer can do for him, has the keynote of the idea.

WINE MEASURE SALES ILLEGAL

A RULING by the Canadian inland revenue authorities in regard to liquid measures should be carefully noted by American manufacturers engaged in trade with Canada.

The United States gallon is approximately 20 per cent. smaller than the Dominion gallon; more exactly, the Imperial gallon in use in Canada is equal to 1.2009 United States gallons. Many complaints have been made in Canada as to the sale of bottled and tinned goods, such as ink, essences, condiments, and paints put up by American Houses according to the United States or wine measure unit. American goods measured by the smaller unit have an unfair advantage over similar Canadian goods.

Inspectors, dealers, manufacturers, and all others concerned are therefore advised that the sale of anything in Canada by wine measure is illegal; that the offering for sale of any goods of which the contents are clearly marked in some unit of United States measure, e. g., "1 Pint U. S. A. Standard," is illegal; that representing unmarked containers of goods as pints, quarts, etc., when their contents are actually United States measure (wine measure) is illegal.

Goods in packages and containers may be put up and sold without any reference to the measure of the contents, or the contents may be indicated by weight in pounds or in ounces, but if any reference whatsoever is made to the contents by measure, it must be in Dominion measure only.

The weights and measures act of Canada prescribes the use of certain Dominion weights and measures, or the metric system in all dealings in Canada. Fines are provided for selling goods according to any standard other than those stated above.

INSIDE AND OUTSIDE
Ramsay's Prepared Paints for interior and exterior are superior both in goodness and richness of color, because every ingredient that goes into the manufacture of Ramsay's Pure Paint is of exact scientific proportion. Ramsay's Unicorn Varnishes are also of the same scientific exactness.
For more than 75 years Ramsay's Pure Paints and Varnishes have been universally used all over Canada.
Consult the Ramsay Paint Dealer in your town or write us. We will be happy to help you with suggestions.
Interesting booklets on request.
A. RAMSAY & SON COMPANY
RAMSAY'S
THE RIGHT PAINT TO PAINT RIGHT
RAMSAY'S FINE UNICORN VARNISHES
We make extra quality Varnishes for all kinds of work. Try them. Remember the name "UNICORN."
RAMSAY'S

One of the best advertisements of the month is this, one of a series now running throughout Canada. Also one of many examples to show that Canadian agencies can hold their own in the matter of copy with the best on the American continent.

IF you were to ask most any intelligent and well-informed resident of Kitchener how to make your advertising do you the most service in the Twin City (Kitchener and Waterloo) his reply undoubtedly would be

"Put it in the News Record"

(Member A.B.C.)

Net paid circulation in April 3725

Rates and other information cheerfully given by any Advertising Agency, or write the Advertising Manager.

HIGHEST GRADE

ELECTROS

AND

STEREOS

PROMPT and EFFICIENT SERVICE

Rapid Electrotype Co. of Canada, Limited

MONTREAL TORONTO LONDON WINDSOR

Include a Subscription to

MARKETING

with your order for the new 1918

LYDIATT'S BOOK

What's What in Canadian Advertising

Now ready See page 1

Co-operate With Your Printer

Time is so big a factor in printing costs that careful planning ahead can easily double each dollar's worth.

Written for Marketing by EDWARD DREIER

SEVEN years ago I got my first real education in buying a catalogue. I told my printer that I wanted to get out a catalogue and I wanted it at the best price for quality work. "When can you give me copy?" he asked me.

"Some now and some next week, and some the week after," said I.

And then came my first lesson. "Get all your copy together first, Mr. Dreier, and then let us go over it and see how you want it illustrated. We'll make the cuts to fit the copy and we'll then put men on it and have it go right through without any waiting for copy. Every time we take a man off a job it takes time to get him started again. You might as well save that to start. When you have the copy completed let me read it. If I can understand and it appeals to me you can be sure that it will reach the people who are to get it. I may have some suggestions from the printer's standpoint."

He read the copy and made several suggestions for changes and the booklet went through. It was the best booklet the company had ever gotten out. The price was less than we expected to pay. We got big results and were satisfied.

Since that time I've produced many catalogues. I've helped others produce them. I've bought printing and sold it, so I've run up against many printers' problems from both sides.

I've just received an order for a catalogue of 320 pages in competition with seven other printers. The order came to me, not because my price was lowest, for I'm getting $575 more for the printing than the highest of the competitors, but because I treated the order from a service standpoint.

I looked beyond the actual printing to the results the catalogue is to get for my client. I showed him how, by close co-operation, we could save time, space and money in the building of the book.

The first thing I did was to meet his Sales Manager and Advertising Manager and the Managers of all the departments so as to get their ideas on what they wanted to talk about. There was a wide difference of opinion and I made notes of every viewpoint.

For the next two weeks I studied their business from the outside angle, calling on their retail trade to get the ideas from these people who had to ultimately sell the goods over the counter. I found out what appealed to these retailers. I then laid out a plan for each department of the catalogue, using the suggestions of the departmental managers wherever I thought they would fit into the scheme.

This plan was approved with a few minor changes and suggestions and we were ready to start actual work. The department managers gave me a list of the articles they wished to illustrate. We went over these to see which were to be in line and which in tone, deciding on the most effective way to produce the cuts. I found that many of them could be made "direct from the goods," and this saved the client over $400 in photography and art work alone.

We placed all the art work in the hands of the art director with instructions to produce the sketches and photographs page by page.

A typographical lay-out man was called in to give his best advice on the arrangement of type and illustration. Then came the paper man with his experience and knowledge and we decided the weight and kind of stock, and how the catalogue should be bound. We weighed the finished dummy, and found that by cutting an eighth of an inch from the size of the book we would save over $60 in postage on the edition.

Starting with the cover we built the catalogue page by page and when 64 pages were ready we turned them over to the printer. The copy and illustrations were checked first by the Departmental Manager for changes and suggestions, and then given to the General Manager for his final O.K. before sending it to the printing department.

There has been no delay caused by changing of copy after the matter is set. In the 120 pages already completed there has been but one author's alteration and I expect the balance of the book to go through in the same way.

As each succeeding 16 pages are completed they are sent to the printers so that the men are kept constantly on the job. I found that after completing the first eight pages they began to make better time and are now doing better than the estimated time which we gave them.

The reason for the success of the job is the close co-operation between the client and the printers. The client knows his business better than we do—from his angle. We were able to make sales suggestions for his catalogue that he didn't think of because we have the outside viewpoint. He admits that we know the printing business and is willing to listen to our suggestions.

The man who buys a catalogue should get right down with his printer and believe in him. There is more money lost on printing by going around to a dozen printers for prices than in any way I know. I don't care who the printer is, he isn't going to give more value than he figures on. There is no good printer going to put on a price to "soak" the client for the printers of to-day are after customers and not one-time orders. Get a good printer and stick to him. He will know your business as well as you do and better, for he'll get the outside angle. He'll put this outsider's viewpoint into the printing and make it produce better results. It never fails.

SUGGESTIONS FOR SALES MANAGERS

WHEN THE CATALOGUE WAS LATE

A salesmanager whose catalogue was delayed capitalized his plight by sending a circular printed to imitate a telegram, reading: "Catalogue unavoidably delayed—out in a few days—don't buy until you see it—prices lower than ever," etc. These were sent out special delivery so that the envelope would be handed to each dealer by a special messenger, adding to its impression-value.

❦ ❦ ❦

TO GET AROUND THE "DONATION NUISANCE"

Certain shoe dealers used coupon books, each certificate entitling the holder to 25c off on a pair of shoes, if presented within six months at the store issuing it. These are sold at the event for which the contribution was sought. On the back it is stated that the 25c paid for this certificate is the merchants' contribution to the organization selling the certificates at their bazaar or church fair. The plan is said to have proved quite popular.

To meet a similar situation, a manufacturer of a food specialty, instead of donating so many sample packets gave coupon cards, good for 5c toward the purchase of a regular size package at any grocer's.

❦ ❦ ❦

FEATURED SERVICE

To show his facilities for prompt shipment a manufacturer having distributing branches in the principal cities showed photographs of his stock rooms in a series of trade paper advertisements. The copy emphasized service, one headline reading: "Stocks like these await your orders."

❦ ❦ ❦

SENT ONLY ON REQUEST

Waste of expensive window cards or cut-outs is avoided by one manufacturer who packs with the goods a small card showing the cut-out, and announcing that the full-size reproduction suitable for window display will be sent on request. These requests indicate that the dealer really wants the display and will use it. All such requests must be handled promptly, at the same time write a strong letter emphasizing the value of the display and telling him how to use it.

❦ ❦ ❦

AVOIDS MAILING ERRORS

To avoid mistakes in mailing letters short postage, some firms are now using different colored envelopes. Stenographers are instructed to use one color for local letters requiring 2c postage, a different color for domestic letters requring 3c stamps, and a distinctive color for all registered and foreign letters requiring higher postage rates. Not much chance of mailing clerks putting wrong postage on letters which reach the mailing desk under this arrangement.

The above is a photograph of a window dressed for The Citizen Window Dressing Competition.

These competitions are held monthly and first and second prizes are given.

The Citizen service department gives real service to advertisers.

THE EVENING CITIZEN

Official Organ Retail Grocers' Assn. OTTAWA, CANADA

MY business is to make poster advertising pay the advertiser. Many years of practical experience has taught me how. Can I help you?

A.R. KENT

Outdoor Advertising

Everywhere in Canada

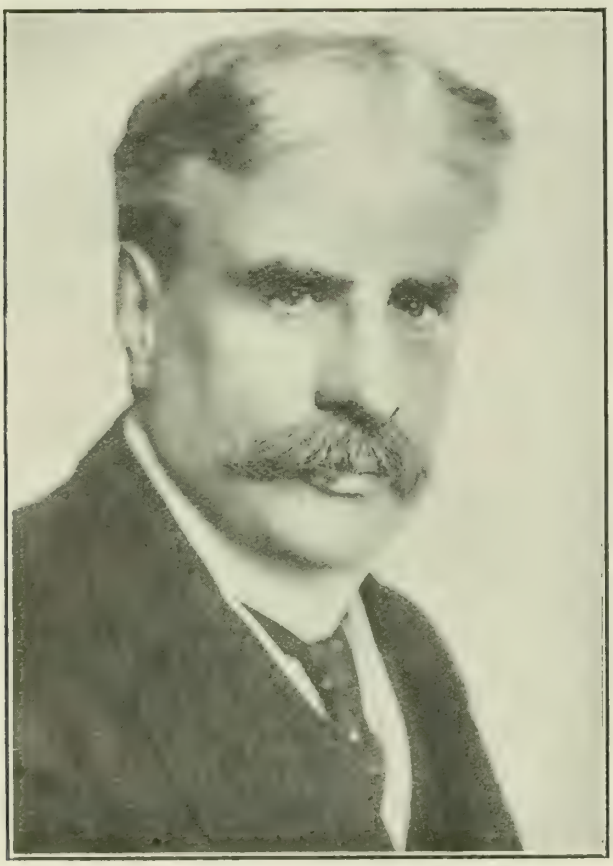
Kent Building

TORONTO

Premier Borden on CANADA WEEKLY'S

Win-the-War Articles

and the need for confidence and renewed determination.



Editor, Canada Weekly Ottawa, March 20th, 1918

. . . . . Germany hopes and expects to win because she believes the disciplined spirit of her people will hold fast when the courage and endurance of other nations will have failed. In this struggle we are trustees of the future, and Germany must be taught the lesson that is needed. Let us then steel our resolve and hold our unconquerable purpose to the end.

(Signed) ROBT. L. BORDEN

Some of the Noteworthy Articles in CANADA WEEKLY'S Win-the-War Campaign

IT IS TIME TO TELL THE TRUTH
By H. B. Thompson, Chairman of the Canadian Food Board

GERMANY'S DRIVE FOR PEACE, by "Ralph Connor"

WE MUST FIGHT ON TO VICTORY
By Frank H. Chisholm

A WOLF IS AT YOUR THROAT, by R. Goldwin Smith

PAYING OUR WAY TO VICTORY, by E. W. Reynolds

Good Work in London

The London Free Press, always active in constructive effort, is just now publishing a series of articles written by representative advertising men with a view to stimulating confidence in present and future business conditions. As typical of the series we quote from one contributed by T. H. Yull, of the Federal Advertising Service, London, on

"NERVES AND ADVERTISING".

"During the war, Advertising has been called upon to accomplish miracles—and it has accomplished them. Miracles of selling, miracles of educating, miracles of conservation, miracles of thrift, miracles of giving, miracles of team work, all have been wrought by the mighty aid of Advertising.

Advertising—on the part of a nation's business men—is a reflection of the nation's nerves.

If all our business men lost faith in our cause to-day there would be precious little advertising to-morrow.

And, to complete the vicious circle—if to-morrow's papers contained not a line of advertising—the nerves of the public at large would be liable to give way, sensing the approach of great disaster.

Instead of that, we find newspapers carrying a greater volume of advertising than ever before. The force that sells ideas, promotes charities, induces economy, inculcates thrift, creates conservation and brings about team work, still sells goods, at a lower selling cost than by any other method.

The volume of Canada's advertising represents the measure of Canada's confidence in the outcome of the war.

Judging by that, Canada is supremely confident and rightly so.

Wise business houses are advertising right now for after-the-war trade, even though in many cases, oversold to-day.

Canada, highly prosperous as she is now, will experience a tremendous boom when the war is done—a rush of business that will stagger the most optimistic soul of to-day.

Rebuilding of the devastated countries alone will call for untold millions of dollars worth of Canadian products.

Advertising during 1918 will be unusually productive because of the plentifulness of money in the country. Furthermore, it will pave the way to a deservedly generous participation in after-the-war business prosperity.

Advertising during 1918 is good sound business sense.

Advertising during 1918 will WIN.

* * *

85% BARGAIN ADVERTISING PRODUCES ONLY 15% SALES

A well-known advertising authority recently stated to a meeting of New York State Retail Clothing Mechants that 85 per cent. of all merchandise is sold at "regular" prices, yet 85 per cent. of all retail advertising is devoted to special sales and bargains in order to sell a mere 15 per cent. of the total goods sold. What would happen if the advertising was 100 per cent. "regular." Think it over!

RAILROAD ADVERTISING BANNED IN U.S.A.

Railroad publicity and advertising by American railroads, will be limited to information needed by the public, under orders issued by Director-General McAdoo.

"The custom of exploiting train service, pleasure or health resorts, and the like must be discontinued until further notice," said the order. "All forms of general advertising, such as pictures, calendars, wall maps, etc., must also be discontinued. Newspaper and other advertising must be confined to the giving of necessary information to the public.

"Time table folders must be standardized, and distribution carefully checked to avoid waste. All advertising of luxurious trains, claims of superior service, and extraneous matter of every description must be eliminated and the folders made purely informative."

The Halifax Morning Chronicle issued a 60 page special "Restoration number" on Saturday, March 30th, of which about 40 pages was advertising. Articles featured, outlined the story of recovery to normal conditions and the plans for restoration, with the evident object of stimulating the pride, courage and determination of the citizens.

STANDARD FOR BAKING POWDERS

A definite attempt is being made to establish a standard for baking powders that will enable the public to know exactly what it is buying, and prevent adulteration.

Under a recent ruling of the Department of Inland Revenue the name of every material used in the manufacture of baking powder must appear on the label of the tin. "The name of the acid material employed in the manufacture of baking powder" reads of regulation, "shall appear upon the label of every brand of baking powder, and where two or more names are available the name most generally understood by the public shall be used. Compounds containing sulphate of ammonia, as a double salt with an alkali sulphate, shall be designated as alums; and shall be distinguished as potassium alum, sodium alum or ammonium alum, as the case may be."

SALE OF CANDY CURTAILED

Drastic wartime restrictions on the use of sugar and shortening in the manufacture of biscuits, cakes or sweet dough products; entire prohibition of the manufacture of certain of these products; curtailment of the sugar consumption of candy manufacturers to one-half the monthly average used by them last year; limitation of the amount of fats and sugar which may be used in the manufacture of ice cream; such are the principal provisions of an order just issued by the Canada Food Board.

The new regulations are intended to readjust Canada's consumption of sugar to the available supply and to prepare for the requirements of the canning and preserving season. The use of fats is curtailed because of the increasing need for edible fats overseas.

Winnipeg Free Press

Report to Audit Bureau of Circulation

For the Six Months ending March 31, 1918

	Morning	Evening	Total
Total City Circulation	**9596**	**28824**	**38220**
" Suburban "	**173**	**862**	**1035**
" Country "	**17897**	**19002**	**36899**
" Bulk Sales	**622**	**31**	**653**
Total Net Paid Circulation	**28288**	**48519**	**76807**

Subject to verification by A.B.C. Audit

A complete analysis of our circulation with all essential details will be furnished to applicants as soon as issued by the Audit Bureau of Circulation.

If you wish a copy write direct or communicate with any of the following representatives.

EDGAR J. GUY,
302 Royal Bank Building,
Toronto, Ontario.

HENRY DeCLERQUE,
800 Maller Building,
Chicago, Ill.

HENRY DeCLERQUE,
1 West 34th St.
New York, N.Y.

Manitoba Free Press Co., Limited

ARE YOU WATCHING **WINDSOR** and Border Cities Grow?

Population Now 40,000

The Windsor Record

Only Canadian Daily Within Fifty Miles

Circulation, March, 1918, 10,373

RATES (Plate)

Under 1,000 lines - -	3½	Over 5,000 lines -	2½
Over 1,000 " - -	2¾	" 10,000 " - -	2¼

JOHN A. McKAY, Publisher

In London

it's second nature for the great majority to hustle into the

Free Press

and produce results.

And What a Rich Field to Work in !!

Figures on map show Free Press Circulation by County.

Circulation built by sheer force of merit

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Member A.B.C.

For help on your specific problem, write to any recognized advertising agency

or to the Free Press Office at London.

ASSOCIATED ADVERTISING CLUBS OF THE WORLD

Talk them over with other business men, whose problems are much like yours. Come, help advertising help win the war. Meet with other alert men at

San Francisco

JULY 7 to 11

Every Business Man is invited to attend this convention of advertising men. The Government calls for co-operation. Come. For information, please address:

P. S. FLOREA, Exec. Mgr.
Merchants Bank Bldg.
Indianapolis, Ind.

The Saturday edition of the Montreal Star sells for 2c. commencing with the issue of April 13th. For the other five days of the week the old and inadequate 1c. price still holds. Montreal and Quebec are now the only large cities in Canada whose publishers have not come into line to charge their readers a fair price.

* * *

The Victoria Colonist has raised its monthly subscription price from 50 to 60 cents. The street sale price remains at 5c. a copy.

* * *

The advertising of "Rinex" sales (Canadian Consolidated Rubber Co.) is placed through the Canadian Advertising Agency Ltd.

New Daily in Calgary

The News-Telegram, an evening newspaper published in Calgary, Alberta, since 1907, ceased publication with the issue of Friday, April 12th.

On Saturday The News-Telegram was followed by a new paper, "The Calgary Canadian," published by Alberta Newspapers, Limited, a $350,000 corporation, with its shares of a $10 denomination, of which G. M. Thompson is the President, and the directors leading business men of the city and Province. The Calgary Canadian made its appearance with a forty-page newspaper, in which the announcement was given of a strong and distinctly Canadian policy. The managing editor is G. M. Thompson, with whom is associated C. A. Hayden, late city editor of The News-Telegram; R. L. Raycraft, Business Manager, late with The Calgary Albertan, and Rev. Dr. Salem G. Bland, D.D., of Winnipeg, also will be one of the contributing editors. The new company, it is said, has upwards of a thousand shareholders scattered throughout the Province of Alberta, the plan having been adopted by Alberta Newspapers, Limited, to finance The Canadian among the subscribers of the newspaper.

* * *

All the carrier boys of the Toronto Globe were guests of the publisher on Thursday evening, April 18th, the occasion being the presentation of efficiency medals and cash bonuses with which The Globe encourages the boys to attain perfection in their work. 41 of 116 carriers proved themselves 100% efficient during the past winter. This means that for four months of Canada's worst winter on record, there was not a complaint against their delivery of the morning paper.

* * *

The Toronto Advertising Club is publishing a lively little monthly journal under the title "The Crusader." Each issue is in editorial charge of a different group of members. At a recent meeting the retiring Secretary, Mr. Kaitting, was presented with a cane as a memento of appreciation.

* * *

The Farmer's Advocate and Home Journal of Winnipeg has issued an interesting compilation of data dealing with statistics of population, crops, etc., of the Western Provinces, which is summarized in the statement that the purchasing power per Western Canadian farm of 100 acres or over is $3,725, as compared with $2,694 in 1916 and $3,140 in 1915.

* * *

Duncan B. Gillies has left Maclean's Magazine, of which he has been advertising manager for several years past, to return to the Canadian Manufacturer's Association, where he was formerly connected. He is succeeded by George H. Tyndall.

* * *

James McHardy, who for some years has been in business in Toronto as a commercial illustrator, has been engaged by Grip Limited to take charge of their art department.

PIANO MERCHANTS ADOPT STANDARD OF ADVERTISING

THE better business bureau of the National Association of Piano Merchants, organized to fight frauds in the music field in co-operation with the A.A.C.W. national vigilance committee, has secured the adoption by its association of the following ten "Condemn-ments" aimed at the misleading practices in the music trades :

"1. This association condemns advertising of, or otherwise offering by any dealer, instruments not regularly carried in stock by such dealer with the consent of the manufacturer, unless the instrument or instruments so advertised or offered shall first have been offered to the manufacturer thereof or to the nearest regularly authorized agent at cost.

"2. Condemns the practice of advertising instruments not regularly carried, unless the advertiser offers them in good faith and stands ready to sell said instruments at once to any buyer.

"3. Condemns the breaking of sales or malicious criticism of any instrument by a dealer or salesman for the purpose of dissatisfying the buyer after the sale of such instrument has been consummated.

"4. Condemns the advertising of used instruments stating the prices originally asked for the instruments when new.

"5. This association condemns advertising or offering of instruments at prices higher than the standard market value as represented by prices fixed in a majority of sales actually made.

"6. Condemns the advertising of private sales at residence addresses and places not recognized as regular trade locations.

"7. Condemns advertising as 'free' those articles included in the purchase price of the instrument, such as bench, scarf, etc.

"8. Condemns advertising of 'manufacturers' sales,' and the offering of instruments at 'factory prices;' and advertising in which instruments 'must be sold regardless of cost or value.'

"9. Condemns 'puzzle contests' and 'guessing contests,' as the result of which 'purchase coupons,' orders or vouchers are given.

"10. Condemns advertising in which high-grade instruments and cheaper grades are listed indiscriminately, with the lowest prices and terms quoted to appear to apply to all."

Joseph A. Jackson, manager of the Roman Meal Company, Toronto, since its establishment four years ago, is dead.

George H. Campbell, who for many years has been manager of the Toronto branch of T. H. Estabrook Company, and directing the advertising of Red Rose Tea, has gone to Winnipeg to assume the management of the Todhunter Mitchell Coffee Co.

Edmund Doremus, has severed his connection as advertising manager of the Dominion Cartridge Co., Montreal, to take a position in the advertising department of the Du Pont Powder Company, Wilmington, Del. He is succeeded by E. M. Putnam.

"Marketing" says of the Advertisers Hand Book on Ottawa :—

"If you have not seen this book get it, read it, study it, for light on your marketing problems."

Ottawa the Capital of Canada

is the title of this unique book. It is full of information useful to every manufacturer whose goods are sold, or can be sold, in the Ottawa daily newspaper field. The "Creed of Ottawa Retail Merchants on Newspaper Advertised Goods," signed by two hundred and seven of the best retailers in the city, is a remarkable endorsement of newspaper advertising and pledge of co-operation with it. You will know more about the capabilities of the Ottawa market when you read this book.

Another book useful to the agricultural advertiser is "The Great Central Dairy Belt" comprising facts and statistics of the district which produces half the cheese exported from Canada.

Perhaps you have not seen these books. You will receive a copy by return mail if you write our home office or any one of our branch advertising offices.

The Journal Dailies

Ottawa

Toronto Branch Office: J. B. Rathbone, Manager, 95 King St. East.
New York; Chas. H. Eddy Co., Fifth Avenue Building.
Chicago; Chas. H. Eddy Co., Peoples' Gas Bldg.
Boston; Chas. H. Eddy Co., Old South Bldg.

Many Advertisers Have Learned

that the most profitable method of reaching Canadian Women who buy, is to advertise in the colums of a clean, interesting and exclusive Woman's Magazine.

The CANADIAN HOME JOURNAL carries only such advertisers as would not be objectionable to the most particular reader or advertiser.

Canadian Home Journal

71 Richmond St. West

Toronto

Whiting Special Agency,
373-4th Avenue, New York

The Gibraltar of Modern Business

Richard Roe & Bro., manufacturers, are doing a nice business and minding their own affairs. Along come hard times, there is no particular demand for their product and business falls off badly.

Or Richard Roe is selling much of his product to a few big stores. Their is a change of buyers in one of these stores and in one fell swoop Richard Roe loses 25% of his business.

A good deal of the volume of the Roe business is controlled by their star salesman, who suddenly shifts to some other firm and takes the business along with him.

Richard Roe & Bro. are doing so nicely they are becoming the envy of competitors who therefore cut under their price and crowd them out of their leading dealers.

Now if Richard Roe & Bro. were branding their product and advertising it to the ultimate users so that the users desired it, asked for it and could identify it, Richard Roe & Bro. would not be subject to these dangers. Public demand would counteract hard times and withstand the assault of price cutting. Sales to a store would not depend on personal relations with a buyer because that store's customers would want his goods. Shifting salesmen could not take his trade to a competitor because Richard Roe would own his own business.

In other words, he who makes good goods, brands them and advertises them to the users of those goods, wins for himself in due time an impregnable position. Advertising is the Gibraltar of modern business because it makes a business rest on the appreciation of millions of people instead of on the whims of a few individuals; because it is too strong for the attacks of unfair competition or the siege of hard times.

You cannot rub Aladdin's lamp and bring into being a Gibraltar. You can, however, with moderate beginning build an impregnable position if you build right, from the ground up. May we discuss it with you?

CANADIAN BUTTERICK QUARTERLIES

Butterick Publishing Company, Toronto

Manager Advertising 53 Yonge St.

Does Any Publisher Use This Fellow's Stuff?

April 22nd, 1918.

Editor, MARKETING,

I thought you might be interested in the attached copy of a letter I just received from one, J. Aubrey MacDiarmid. Possibly you can use my correspondent on your staff as an editorial writer.

In order to give you a proper idea of the setting, I want to say that the original was written in longhand on three pages of business letterhead. My first impression was one of annoyance that some writer should expect me to wade through this mass of handwritten material. I received quite a shock when I read in the opening paragraph that the correspondent was not writing me at any great length, both his and my time being valuable. If his time is valuable, why in the name of business efficiency can't he buy a typewriter and state the facts in as concise and attractive a method as possible?

I would like to know what you make of the argument put forth in the body of this letter under discussion. I may be unsophisticated and dense as an advertising man, but, I am frank to say that I don't get the drift of Mr. MacDiarmid's logic. Particularly as he asks me not to send any valuable data (which I am not likely to), which he would have to return, and then ends up by sending me a draft of his suggestions and asks for its return. I should hate to send him a copy of our big 1,462 page General Catalog and have him write up a series of articles without even opening the covers.

THE LETTER

Advertising Manager,

Dear Sir:

I am writing you a personal letter regarding an advertising matter. I am not writing at any great length as your time is valuable, mine is also.

I am an advertising writer, especially in agricultural lines; and it is the general belief at the present time that advertising of an educational nature will win more sales than a full page of big letters. It stands to reason that this is the case, when an editorial article appears in the general columns it is almost sure to be read, but the advertisements are only an index system of addresses, and in 99% of the cases they are never looked at, but still they furnish addresses of manufacturers. Did you ever see one of these big red lettered ads. convince a man that he needed this certain article? That is just what educational advertising is for. Besides, these articles cost you nothing for publication in the press, the editors jump at them as they help to fill up the paper with news. You may argue, they will help the other fellow as yourself; that is true—they help you only indirectly, but they work the ground and plant the seed and it is up to your agents and your general advertising to reap the harvest. Further, if the article, on which the essay is written, has any good points, these can be brought out in

such a manner that when the reader intends to buy he will look for these points and thus get your goods.

Now, if you spend a considerable amount in advertising, I advise these educational articles, and can refer you to companies, for whom I have written, that will endorse this method as the best possible way to plant the seeds of profitable advertising.

If you think of using this method, I will be pleased to offer my services. I generally write editorial articles for newspapers in these advertising campaigns, as they cost the company nothing more than my writing expense, which runs about $6.00 per 1,000 words. I never write under 1,000, very seldom over 3,000, they average about 2,000. But should you wish booklets, etc., I can edit such, and arrange for the printing, if necessary.

Your line of goods should make a big hit in the agricultural press, and I enclose a list of articles which I would judge to be good "business-getters," but can write on anything you wish.

Never send any valuable data which I would have to return, simply send catalogs. Some companies insist on sending great large data books which I have to return, with the result that I very seldom open them.

Trusting to be favored with an early reply, I am,

Yours truly,
J. AUBREY MACDIARMID,
Ashton, Ont., Canada.

BAN SPECULATIVE ADVERTISING

"Owners of newspapers and other advertising media owe their co-operation to the Government as never before to the extent of declining to accept the advertising of oil and other speculative promotions," says a bulletin issued by the Associated Advertising Clubs. Every dollar diverted from Government uses to the pockets of promoters of speculative enterprises at this time is equivalent to a contribution to the cause of our enemies.

The value of any speculative financial advertising should pass the test—"Will it actually help to *win the war? No purely speculative* enterprises can show eligibility under this standard.

A number of influential newspapers have advised that hereafter it will be their policy to decline *all* speculative advertising *not approved* by the Government.

Other papers go further. Believing that the public's savings must not be diverted from investment in Government Bonds and War Savings Stamps, such papers patriotically reject *all advertising of speculative securities*, no matter what may be its nature.

"Advertising and Service" is the title of a new book just issued by the A. W. Shaw Company, Chicago, as the first of a set of six volumes in the Shaw Banking Series. Every phase of the subject of bank advertising and service is covered in a practical way, fully illustrated, based on the experience of 34 successful bankers. It deals with plans of campaign, preparation of copy, use of letters, house organs, etc.

Mr. R. S. Thias, of the Snap Company, Montreal, is President of the newly elected Board of Directors of the Abbey Effervescent Salt Company.

ABOVE-BOARD CIRCULATION

Publications listed below merit special consideration because their circulation records are subject to regular and rigorous examination by the Audit Bureau of Circulations. Present day advertisers want to know more than vague figures indicating volume of circulation. They want complete details, including facts indicating value. Bills for all other purchases are carefully checked to verify delivery; why not advertising bills similarly? The figures quoted below represent average circulation as may be verified by each publisher's latest report. A complete analysis, including all essential facts, is given in detail in complete A.B.C. Report which should be secured from publisher.

DAILY NEWSPAPERS

Calgary, Alta., HERALD (E) 23,926
The largest daily between Winnipeg and Pacific Coast. The Herald is the recognized advertising medium of the western prairie provinces. A big paper that expresses the progressive spirit of the Great Canadian West.

Edmonton, Alta., JOURNAL (E) 17,115
The one outstanding daily in Central and Northern Alberta.

Lethbridge, Alta., HERALD (E) 5,326
One daily in big prosperous farming district, one of best markets in west.

Brantford, Ont., EXPOSITOR (E) 8,125
In a city of 5,900 homes has a guaranteed local circulation of over 5,500.

Kingston, Ont., BRITISH WHIG (E) 5,859
Only A.B.C. paper in Kingston or district. A 2c. evening paper selling solely on its merits.

London, Ont., FREE PRESS (M. & E.) 41,666
Produces best results for most local, national, classified advertisers, provable.

Ottawa, Ont., CITIZEN (M. & E.) 29,640
Protects legitimate advertisers by refusing liquor and all medical advertising, etc.

Stratford, Ont., HERALD (E) 3,303
Only A.B.C. paper. Largest circulation, both total and local, and steadily gaining.

Sherbrooke, Que., RECORD (E) 10,447
Exclusively home Daily of 65,000 English people in Southern Quebec.

Moose Jaw, Sask., TIMES (E) 7,483
Largest circulation in its trading territory, Oldest, largest and best medium.

MAGAZINES

CANADIAN COURIER (Bi-W) Toronto 50,000
Now goes into one in ten English speaking urban homes in Canada.

CANADIAN HOME JOURNAL (M) Toronto 27,111
During 14 years has been building up a select clientele of loyal interested readers.

EVERYWOMAN'S WORLD (M) Toronto 119,149
The dominant selling medium in all cities, towns and villages throughout Canada.

AGRICULTURAL MEDIUMS

CANADIAN COUNTRYMAN (W) Toronto 37,767
Editorial weight. Large circulation. Record of results.

CANADIAN FARM (S.W.) Toronto 22,976
A farm paper for the producing farmers with the most complete market service in Canada.

TRADE NEWSPAPERS

HARDWARE AND METAL (W) Toronto 3,529
Canada's National Hardware Weekly, published every Saturday since 1888, and receives highest subscription price of any Hardware Trade Paper in the World, because it gives real service. Subscribed to by practically every worth-while hardware buyer, wholesale and retail, in the Dominion.

CANADIAN GROCER (W) Toronto 6,025
Canada's authority on grocery markets and conditions for 31 years. Particulars on request.

if you want to know—

How to write letters that win
How to collect money by mail
How to pave the way for salesmen
How to use the mails for dealers
How to get up a mailing list
How to get mail-order results
How to organize direct-mail work
How to conduct a real follow-up

then you should be a *Mailbag* reader

THE MAILBAG is an independent journal, devoted exclusively to the furtherance of Direct-Mail advertising. It is edited by Tim Thrift, who for fourteen years has been closely identified with the development of Direct-Mail advertising. His experience has brought him in contact with hundreds of successful Direct-Mail campaigns — experiences which profit MAILBAG readers.

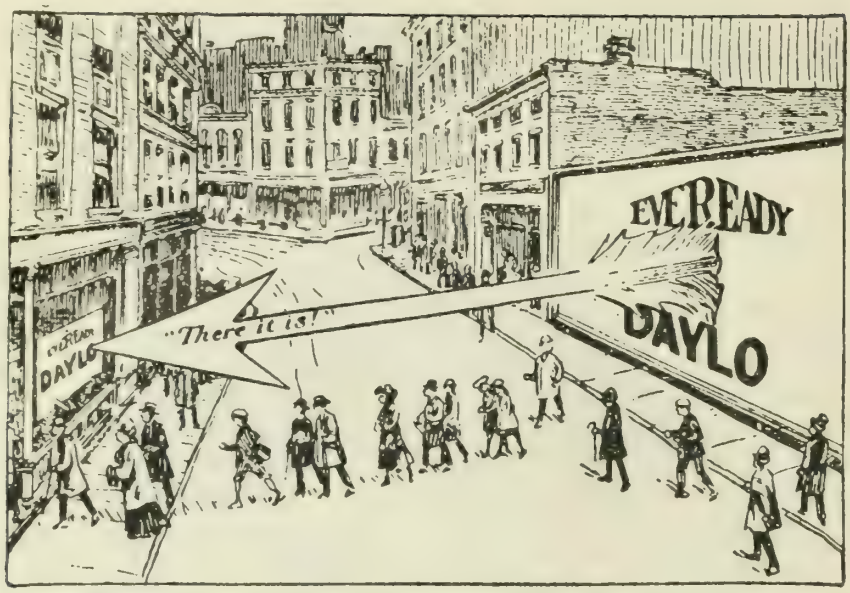
No magazine so completely covers the Direct-Mail field. Mr. Thrift's wide acquaintance in the field of advertising affords him excellent opportunity to gather inside stories of resultful campaigns — stories that otherwise would never have been told.

A single little pointer along the lines of any of the subjects named above may mean the difference between success or failure of a campaign. One single new idea may mean big dividends to you if you own the business, or an increase in salary if you work for someone else.

THE MAILBAG costs you a dollar a year, and if you're not satisfied that it's the biggest dollar's worth ever—just say so and you'll get your dollar back!

Pin a Dollar Bill to this advertisement

Mailbag Publishing Co., 1800 E. 40th St., Cleveland, O.



DEALERS APPRECIATE THE NEIGHBORHOOD INFLUENCE OF POSTERS

"BACK of this new campaign we shall establish a Poster Campaign that will say "Eveready Daylo necessity" more powerfully than it has ever been done before."

This is one thing the Eveready management has learned from experience (from article in last issue of MARKETING).
Profit by their experience and harness the power of posters to move your goods.

Poster Advertising Association of Canada

W. W. SCANE, Secretary, CHATHAM

OFFICIAL REPRESENTATIVES

Canadian Poster Company	Lewis Building, Montreal, Que.
Harry Duker, Limited	Vancouver, B.C.
A. R. Kent	304 Kent Building, Toronto, Ont.
London Bill Posting Agency	London, Ont.
The Lindsay Walker Co., Limited	Winnipeg, Man.
E. L. Ruddy Co.	11 Wellington St. East, Toronto, Ont.
Wadsworth Nathanson Co.	504 C.P.R. Building, Toronto, Ont.

BIG INCREASE IN CANADA'S TRADE

An increase of $315,292,044 in the trade of Canada is shown by the monthly statement issued through the Customs Department. The statement shows that for the fiscal year, ending on March 31st last, the grand total of Canadian exports and imports was $2,564,462,215, as against $2,249,170,171 at the end of the year previous. Domestic merchandise exported from Canada last year totalled $1,540,027,788, while the imports during the same period were $962,521,847. Foreign merchandise was exported to the total of $46,142,004.

Dutiable goods to the amount of $542,319,623, were imported into Canada during the year just ended, and free goods to the amount of $420,202,224. Duty collected during the year totalled $161,588,465, as compared with $147,623,230 in 1917. The imports of coin and bullion during 1918 were $12,279,173, against $28,081,120 in the previous year.

Products of Canadian factories to the total of $636,602,516 were exported during the past fiscal year, as compared with $477,399,576 in 1917. Exports of domestic agricultural products reached a total of $567,713,684, and animal products exported amounted to $172,743,081. Products of Canadian forests were sent out of the country to the amount of $51,899,704, and Canadian minerals exported totalled $73,760,502.

* * *

J. M. Cane has been appointed Manager of the Canadian advertising of the E. I. DuPont De Nemours Company, with headquarters in Toronto. Previous to going overseas as a Lieutenant in the 37th Battalion, Mr. Cane was connected with the Publicity Department of the Canadian Northern Railway. He was wounded in 1916, and at the time of his discharge held the rank of Captain. The Canadian DuPont advertising is handled by Smith, Denne & Moore, Limited.

* * *

Among the resolutions passed at the convention of the automobile and accessory dealers recently held in Toronto was one calling upon the Government to make false advertising a criminal offence.

* * *

No manufacturer of native wines shall by himself, his servant or agent, canvass for or solicit, either personally or by advertisement, orders for such wines for beverage purposes within the Province, according to regulations which have just been issued by the Ontario Board of License Commissioners.

* * *

Everywoman's World has issued a booklet on "Selling Cars in Canada," giving statistics of the automobile registration in Canada, also of a canvass of 25,205 subscribers to show the number and make of automobiles owned. Figures gathered showed that approximately 12% of the subscribers already owned cars, while an additional 15% were in the market for automobiles at the beginning of 1917. It is estimated that 75,000 new cars will be purchased in Canada during 1918.

Cutting Costs by Using Cardboard Containers

Carton made for Chase & Sanborn, Montreal

HAD it not been for the shortage and climbing cost of tin and lead foil many packers of tea, coffee and other dry products might not yet have discovered that cardboard containers replace tin and lead foil with every satisfaction and at a much lower cost.

May we send you samples, quote prices or submit suggestions, without obligation to you.

RUDD PAPER BOX CO.
LIMITED

372-374-376 RICHMOND ST. WEST
TORONTO

A Desk Calendar with this design in four colors will be sent to executives on request.

A Very Timely Service

To-day, in a great number of cases, it is next to impossible to fill the gaps that are being created through the call of office help to more vital national service. Many staffs are seriously depleted; and the tremendous burden of war-time activity is falling on these minus staffs.

Organization for handling the work, and for handling it speedier, must supplant waste motion and thoughtless performance.

Under these abnormal conditions is a very opportune time for "Office Specialty" to demonstrate that its system service is a very tangible business factor; that it is possible of performing a genuine time, effort and work saving service in these strenuous times.

"Office Specialty" System Service representatives will be glad to work with you. Their filing system experience is very extensive; it is the experience that comes from contact with thousands of different systems in every kind of business. They are prepared to bring to you new plans and new systems for handling old work; or for perfecting or simplifying your present system of records.

If yours is the problem of getting normal work done with less help, try "Office Specialty" service. It's complete, unreserved, and costs you nothing.

THE OFFICE SPECIALTY MFG. CO., LIMITED
Home Office NEWMARKET Canada

Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg Regina Edmonton Vancouver

OFFICE SPECIALTY
FILING SYSTEMS

938

Marketing and Business Management

Edited by W A Lydiatt

The Canadian Newspaper Directory for 1918 Is Now Ready

PRICE POSTAGE PAID $2.00

Have you the latest circulation data regarding the newspapers of Canada?

Have you the latest information regarding their politics, class, size, dates of issue, and do you know when their forms close?

Do you know the populations of the towns in which they are published, the industries in which the readers are engaged, and the surrounding towns and villages?

Are you acquainted with the railways and waterways serving each place, the business facilities, and can you visualize each town in relation to the important centres of its province?

THE CANADIAN NEWSPAPER DIRECTORY

and its supplementary maps place this data at your finger-tips. It is the Business Man's Guide to Canada and it is accurate.

Write for your copy to day

A. McKIM, LIMITED

Advertising Agency

MONTREAL, QUE.

PUBLISHED AT TORONTO, CANADA

20 Cents a Copy

JUNE 1918

$2.00 a year

Developing the Small Account

Manufacturers who might otherwise employ advertising to increase their sales or establish their brands are deterred from doing so because of the very limited amount which can be set aside for this purpose.

Probably the most serious defect of this point of view is that it ignores entirely the idea upon which almost all successful business is based. Everything we know that has amounted to anything has traced its growth from small beginnings. Large advertising successes are not built overnight any more than great businesses. They are the result, as a rule, of slow, steady, patient development, aided by right planning and sound, constructive thinking.

The number of important advertising accounts which we have developed from relatively small proportions indicates, we believe, that we have acquired through experience and study, considerable ability in getting the utmost value out of small space.

To those manufacturers, therefore, who are interested in knowing just what we are capable of doing with moderate sums, we should like to submit evidence of what we have done and are doing to make small appropriations pay.

NORRIS-PATTERSON LIMITED

Advertising Agency

MAIL BUILDING

TORONTO

Advertising's Part In The War

It would take a big book to describe the part Advertising has played in the war.

Advertising was used to raise Kitchener's great army that saved the day for the Allies. By Publicity's aid great war funds were raised in Britain in record time.

* * * * * *

In Canada, Advertising has played a prominent part in war time activities.

In the winter of 1914-15 the "Patriotism and Production" Campaign was launched and farmers responded with an increased grain production of 288,322,300 bushels. This was the first war-time Advertising Campaign handled by an Advertising Agency for the Dominion Department of Agriculture and this Agency was honored by the appointment.

Advertising was a great factor in making the "Victory Loan" an overwhelming success. And we had a hand in the preparation and handling of the advertising.

Advertising has helped rouse city boys to do their "bit" by going on the farm. Almost everybody is familiar with the S.O.S. campaign prepared by us under instructions from the Canada Food Board.

More hogs were needed to supply the armies with meat and fat. The call was urgent. So the Government again employed Publicity. Farmers have responded magnificently. We are glad that we had the honor of working with the Dominion Dept. of Agriculture in this campaign.

Advertising proved a great force in making Ontario dry, and we handled the Publicity of the Citizens' Committee of One Hundred. Probably no other advertising campaign in this Province created so much attention.

More than $3,000,000 has just been raised for the Y.M.C.A. Red Triangle Fund and this successful Advertising Campaign was handled by us, working in co-operation with their publicity committee.

The worth and power of Advertising have been proven by these war-time Publicity campaigns. Advertising has demonstrated that it is one of the greatest—if not THE greatest—force in the world to get ACTION.

This same power—ADVERTISING—is at the service of Canadian manufacturers to win new trade, as is also the advertising organization that has handled these war-time publicity campaigns so successfully.

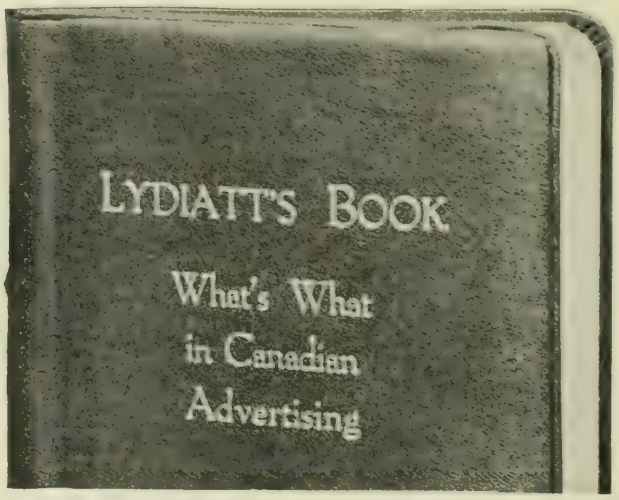
McConnell & Fergusson

Advertising Agency

LONDON, TORONTO, WINNIPEG, MONTREAL

"The Agency that Advertises"

Answers Your Advertising Questions



Canadian Advertising and Marketing Data

Accurately compiled and conveniently condensed and arranged in the independent and wonderfully complete

LYDIATT'S BOOK

"What's What in Canadian Advertising"

1918—5th Annual Edition **$2.00 a Copy**

More accurate and complete information as to rates and circulations of all publications than is found in the files of many agencies. Hundreds of the largest advertisers and agents in Canada, the United States and England rely on it very largely for the information they need in selecting mediums, making contracts, preparing copy, investigating the market. Even the best informed find it a dependable, time-saving, ready-reference. "We find it absolutely necessary in our work," say the advertising agents of Ivory Soap, in ordering this year's edition.

AUTHORITATIVE RATE BOOK OF CANADIAN ADVERTISING MEDIA

Many changes in rates, in closing dates, publication sizes, frequency of issue, and in the relative standing and costs of competing mediums, many important new market statistics—literally hundreds of details and changes necessary to bring your information up to date—all accurately recorded and conveniently arranged in this wonderfully comprehensive little book.

A handy, pocket-size, leather-bound book, containing all the facts and figures busy advertising men constantly need. Everywhere recognized as the authority on Canada's advertising mediums. Not an agency directory or catalogue, but an absolutely independently compiled data and rate book for advertising buyers. Order your copy now.

Sent postpaid, on receipt of the price, $2.00

W. A. LYDIATT, Publisher

53 Yonge Street, - - TORONTO

ADVERTISERS' COMPLETE GUIDE TO THE CANADIAN MARKET

Characteristics each province and principal cities, describing their industries, resources, etc.; census manufacturers and agriculture, statistics population, (distribution race, religion, ages, occupations, earnings, urban and rural, dwellings and families, etc.); bank clearings, customs revenue, building activity, number autos, retail stores, industrial payroll, etc., by cities; imports and exports;—thousands of conveniently condensed, up-to-date figures indicating trade conditions and market possibilities.

ACCURATE DATA CANADA'S ADVERTISING MEDIUMS

Correct 1918 advertising rates, most reliable and complete circulation figures (indicating local, out-of-town, net paid and gross average separately, compared with year previous); column sizes, etc., all daily newspapers; which use mats and unmounted plates; similar data all magazines, agricultural, religious, trade and other class publications; cost poster and street car advertising by cities, number posters required, etc.; valuable suggestions for handling window displays, sampling, demonstrations—all facts essential to intelligent handling of advertising appropriations.

VALUABLE REFERENCE FACTS

COPY-WRITING, ENGRAVING, TYPE, DISPLAY, PROOF-READING, ETC.

Preparing copy to suit medium; selling power various kinds copy; description, specimens, cost various kinds engravings and how to order them; hints type selection with handy specimens most popular display types; table words per inch various type sizes; paper and envelope sizes; printing costs; proof-reading marks; color laws; uses and costs electrotypes, stereos, matrices, etc.; postal rates; customs charges; trade mark and copyright regulations; express rates, etc. — all things needful to know yet hard to remember, conveniently combined in the one book.

Excerpt from The London Free Press May 8.

CANADA'S PART IMPORTANT ONE

Wall Street Journal Sees Great Future for Dominion.

FOREIGN TRADE PROSPECTS

Canada's Trade Only $21,000,000 Below That of U. S

NEW YORK, May 7.—The Wall Street Journal, in an editorial to-day under the title "Canada's Future," says:

"Whatever readjustment may follow in the years immediately after the war, Canada may be looked on as a distinct factor to be reckoned with in foreign trade, both inside and outside of the British Empire. It is not to be expected that the abrupt swinging round from an adverse or debit balance of $162,000,000 is 1914 to a credit balance of $624,000,000 in 1918 will give Canada's export trade a momentum of itself enabling her merchants and manufacturers to maintain an average excess of 40 per cent. of sales over imports.

"Exports to the United Kingdom rose from $215,000,000 for the year ended March 31, 1914, to $742,000,000 for the year 1917. For the year to March 31, 1918, these exports clip the $800,000,000 mark. Comparison of figures will show greater relative gains in percentages than perhaps in any other country.

"After every allowance has been made for war, for war prices and patriotic organization of industries, the bald fact remains that with its small population and many handicaps to overcome, Canada in the past fiscal year fell only $21,000,000 short in dollar value of our own trade in 1904. Capacity to utilize every opportunity to the utmost has at least been shown and cannot be denied. This ability to make the most of the work of the day in foul weather as well as fair is a trade asset which may be stimulated by war, but cannot be stolen or impaired by peace. A people so enterprising and spirited may be relied on to do their utmost to hold the pace they set in securing a share of war trade. Will they do it?

"They will have a debt moderate and well within the financial grasp of any Canadian Parliament. They have shown the necessary will and capacity. They will have the wares to sell. A world half-starved and half in industrial paralysis will go to market for the food and raw material essential to life and recuperation. The things which Canada produces from land, water and forest are the necessaries which, at least in the first years in the after-period, will attract commerce, shipping and banking. He would be blind who could not read in the figures of trade a summary of Canada's position and opportunity in the era of commercial reconstruction which is to follow."

The London Market is a Distinct Factor to be Reckoned with in Canada's Capacity for Big Orders

Following are conservative figures of annual turnover of some of London's Wholesale Houses:

Dry Goods	$2,500,000
Groceries	2,500,000
Boots and Shoes	2,500,000
Hats, Caps and Furs	1,500,000
Drugs and Chemicals	500,000
Agricultural Imp'm'ts	600,000
Automobiles	500,000

City Population - - - 60,000
Trading Territory Population - - 350,000
(Practically all English-speaking)

LONDON, ONTARIO has 700 retail stores, 103 Wholesale Houses, 7 Head Offices Loan and Savings Companies, 6 Railroads.

BANK CLEARINGS (1917)	$100,900,560
CUSTOM RETURNS (1916)	1,569,311
POST OFFICE REVENUE	298,917

BUILDING PERMITS:

Since the war started in August, 1914, London has erected 934 dwellings at a cost of $1,662,000; factory and warehouse buildings costing $446,400; stores, office buildings and places of amusement $480,635; Church and Sunday School buildings $57,500; School buildings $450,975 and Hospital buildings $217,000.

FACTORIES:

Number over 250, manufacturing over 70 distinct lines, employing some 12,000 people with an annual pay roll of $6,500,000.

The London Free Press

(WESTERN ONTARIO'S FOREMOST NEWSPAPER

The A.B.C. Auditor's Report will be ready for you about June 15th.

Ask any recognized advertising agency about the Free Press and the rich, responsive market it serves.

Class and Power

THE class of a magazine is indicated chiefly and unmistakeably by its contents. These are a sure index. It is the contents that keep a magazine sold. In the July issue MacLean's Magazine will have in it contributions from.

PRIVATE PEAT.....Conditions at the front now and as they were when Pte. Peat was at the front.

H. G. WELLS.....On giving up British Colonies.

PROFESSOR W. P. M. KENNEDY..On Canada's place in the Empire after the war.

GEORGE E. PEARSON....A story of the original Princess Pats, of whom Pearson was one.

COLONEL JOHN BAYNE MacLEAN. About the war situation.

H. F. GADSBY.....“Uplifters” at Ottawa.

STRINGER, FRASER, SULLIVAN, McKISHNIE, ALLENSON.....A Galaxy of all Canadian story-tellers of international fame.

A timely article on the Motor Truck—and the usua estimable Departments, including the “Review of Reviews” Department which makes MacLean's many magazines in one.

These contents attest the class of

MACLEAN'S MAGAZINE

60,000 Copies

equal to a circulation of 1,200,000 in the United States, when the English-speaking populations of the two countries are taken into account.

Announcement Extraordinary

MACLEAN'S will have from now on a correspondent at the front—the only Canadian publication of any kind to have its exclusive correspondent. This man will be Robert W. Service, who volunteered the service—for pay, of course, and who paid MACLEAN'S a most notable compliment in making the proposal. So shortly we shall be having first-hand stuff from

ROBERT W. SERVICE

Class and Power

HAS anyone—any reader of Marketing—the idea that all farm publications are pretty much the same as to the nature of their editorial contents? Then let him read this—Farmer's Magazine carries notable and exclusive contents from such distinguished contributors as:

JOHN CLAY.....head of the big live-stock house of Clay, Robinson & Co. of Chicago. Mr. Clay is contributing his reminiscences of his days on Bow Park Farm, Brantford, which he once owned and worked.

PETER McARTHUR..The Sage of Appin—nuf' sed.

DR. HELEN McMURCHY....a famous woman writing for women.

JAMES E. POOLE....expert market man at Chicago

SAM G. BURKE.....famous hog raiser.

H. G. BELL.....eminent fertilizer expert.

Other men and women of prominence and authority are contributors to FARMERS' MAGAZINE—the magazine of big-calibre farmers all over Canada, the men who are leaders. Go through any issue of FARMERS' MAGAZINE and discover for yourself how it differs from other farm publications, and make your own inferences. We know. We make these comparisons regularly. You—the man whom we want to use the magazine as a medium for your publicity—we want you to sieve and weigh.

FARMERS' MAGAZINE

Over 26,000 Copies

equal to 600,000 in the United States on a comparative basis.

An Advertiser's Letter

E. W. Brocklebank, of the Conestoga Egg Farm, wrote on April 22, 1918, a letter in which he said:

> “Your magazine has brought me a better class of business than any farm paper I use—Have had enquiries from your readers in all Western Provinces as well as Ontario. These enquiries nearly all brought business.”

This letter clinches our argument that FARMERS' MAGAZINE is a medium of class and power.

MAGAZINES CHANGE SIZE

The MacLean Publishing Company, Limited, announce a change in size on MacLean's Magazine and Farmer's Magazine. The new type page size will be 9 ins. x 12½ ins. This will bring these two important Canadian publications to a size which is recognized among general magazines and farm papers in Canada as standard.

Autumn and 1919 Publicity Campaign

When these are being considered and decided on put on the lists you will employ these two magazines of national cirulation and national power.

Rates and sample copies and detailed circulation figures on application. Both magazines are A. B. C. Members.

The MacLean Publishing Company, Limited

143-153 UNIVERSITY AVENUE, - - - TORONTO, CANADA

Also at Montreal, Winnipeg, New York, Chicago, Boston, and London, England

MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO DOLLARS A YEAR

The Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor

Vol. XII, No. 4 TORONTO, CANADA JUNE, 1918

THE PRESENT MARKET FOR MERCHANDISE IN CANADA

An answer to your query "How's business", which shows an inviting opportunity to any who can help feed a market hungry for many things. Remarkable opening for automobile accessories.

Written for MARKETING by T. B. COSTAIN

THERE is only one difficulty in the matter of selling goods in Canada at the present time—the difficulty of getting the goods. The Canadian market is highly absorbent. It is prosperous to a degree thatal most might be termed flamboyant. It has been tuned up to a big demand, high-price pitch and anything that is marketable, can be sold here readily. Supply, in fact, does not begin to equal demand in a great many lines.

The future is uncertain inasmuch as there is no telling what drastic steps the Government may be compelled to take. Sweeping man-power measures, the placing of embargoes, the closing of non-essential industries, the use of the railways for war purposes—all such measures are possible with the Hun pounding at the gates of civilization. Any day something may be done to upset trade conditions. We must expect this ; and bear any hardships that may ensue as part of the price of freedom. In dealing with marketing conditions, therefore, one does not dare speak of the future with any degree of assurance. There are no precedents to go by.

It is encouraging, however, to note that present indications do not point to any government action tending to disturb "business as usual." The announcement that embargoes were to be placed on certain lines, classed as luxuries, coming from the United States which dropped like a bolt from the blue a few months ago, has been proven to have been premature and exaggerated, the Order-in-Council as finally passed not being as far reaching as first proposed. The publication of the rumor was a tactical mistake which threw a quite unnecessary scare into business men and, temporarily at least, disturbed the trade relationship between the United States and Canada. There has, in fact, been a tendency since to facilitate rather than hinder trading between the two countries. For instance, the order which permitted the importation into Canada of copper manufactured goods under license only—a measure which made it necessary to have an order for every advertising half-tone and electro—has been removed or suspended. It is quite safe to assert that there is at present no intention on the part of the Government at Ottawa to reopen the matter of embargoes. The Canadian market is still open.

Now that the flurry is over, it is interesting and a little amusing to recall the scramble that occurred when the announcement first came out. Goods on the list were rushed over the line in frantic haste. Automobiles were driven over the border by the hundreds, even by the thousands. Sales staffs were rushed to border points to do the driving. Never before had such a helter-skelter rush been seen. It had one advantage after all. It certainly did speed up deliveries.

An Active and Opulent Market

To demonstrate how active and opulent the Canadian market is at present there is so much interesting data available that the only difficulty lies in the matter of selection. Take automobiles first. Over 100,000 cars have been sold in Canada within the past year. The number of cars in the country has doubled within the short space of two years. Agents over here are traveling under wraps, as it were, afraid to extend themselves for fear of overselling. The farmers of the country, particularly the westerner who always was a free spender and who to-day is literally rolling in money, are buying cars both for pleasure and business. The tremendous wealth that war effort has spread throughout the country is most strikingly demonstrated in this multiplication of automobiles.

And, speaking of marketing, the manufacturers of automobile accessories, have a most remarkable opportunity in Canada—an opportunity which they have by no means grasped yet. Outside of tires there are comparatively few lines in the way of accessories and supplies which are made in Canada. The Canadian car owner to-day does not carry as many extras and improvements as the average American. The reason is quite apparent : They are not as readily obtainable here. Many accessory manufacturers in the United States do not bother with the Canadian market other than to take such business as comes along. If they took the pains to look this quite considerable stretch of country over—and to note the city streets and the country roads black with motor cars—they would realize that here is a market second only to their own. Some have wakened to the opportunity. Last year a manufacturer in brass lines—grease cups and so on—opened a branch factory in Ontario and to-day is working to double-shift capacity in order to fill the most urgent orders that come along. Without any desire to overstate it can be said that Canada is an El Dorado for Accessories.

People Have Money

The Canadian people have money in their pockets—the surplus earnings that come inevitably in the wake of a drive for greater production. They are spending this money more or less freely, more freely than they should in view of the seriousness of the war situation. They are buying motor cars, pianos, talking machines, candies, everything in fact. And, they are buying *better*. Take, for instance, this fact : There is a tremendous demand for silk hosiery, not only for women but for men. This may be due to the fact that cashmere is scarce or it may be that enlarged spending capacity begets a desire for the best of everything. Just to vizualize this rather remarkable

development of war times, consider this illustration. Two years ago a certain men's wear dealer on Yonge Street, Toronto, gave over 3 feet of counter space to silk lines for women —hosiery, silk gloves and sweater coats. Last year he doubled his sale of silk hose for men and in addition sold $3,000 worth of women's silk hosiery. His investment in stock was $375, so he practically turned it 9 times in the year! There's a men's wear dealer in Hamilton, Ontario, who has so changed the nature of his business since the war started that to-day 50% of his turnover is with women—mostly in silk goods. He accounts for it by reason of the large number of young women working in banks and commercial houses who formerly had no earning power and therefore, little spending power.

The spending power of the public is demonstrated very clearly again in the matter of books. Sales have been very brisk during the past two years, particularly in war books but almost equally in all lines. In 1916 a striking record was made when Robert W. Service's book of war verse "Rhymes of a Red Cross Man" sold in all 50,000 copies in Canada. This year that figure has been equalled by Ralph Connor's last novel "The Major."

Prosperity Will Continue

From present indications the prosperity of Canada will continue to mount and grow. If the crops are good this year—but there does not seem to be a reasonable "if" in the case. At time of writing, reports from the wheat belt in the West—the pivotal point of our prosperity—are to the effect that the wheat is two weeks ahead of last year. The acreage in Alberta has been increased by 25% and in the other Western provinces by 15%. Competent authorities say that the ground was never in better shape, not even during the bumper season of 1915 when our wheat crop ran to 400,000,000 bushels. Unless weather conditions become very bad from now on, the wheat crop will be a record breaker.

In the eastern provinces conditions are equally favorable. The fall wheat was a failure but in every other respect the prospects are for bumper yields. Barring climatic catastrophes the Fall will see the Canadian farmer with bulging pocket book and the inevitable accompanying symptom, a sheer willingness to buy that has never before been so pronounced in the agricultural sections.

At the present moment the great demand from the farms is for power machinery. Everything from gasoline engines to tractors are needed and are being bought as fast as they can be supplied. The matter of financing is not a problem in the West where the tide of prosperity has risen very high. In the eastern provinces the difficulty is being met by the banks. Recently orders were issued to branch banks to carry farmers who desired to purchase tractors and were in a position to pay 10% of the cost.

Other factors will contribute this year to swell the rising tide of buying power, the most noteworthy being increased employment. Twenty-five thousand boys have gone out to work on the farms at wages ranging from $15 to $35 a month—boys from 12 to 18 who for the most part never earned before. A call has been made for 5,000 more boys to pick flax; and they will be forthcoming. Women and girls are working by the thousands in all forms of employment, many from the city having gone to the farms. The stimulation that comes from a first job and a first pay envelope is all toward buying. At least one million dollars will come back to the cities this Fall in the pockets of the army of boys who are now on the farms.

And so those who study the business outlook closely are convinced that the future holds the promise of big things indeed. Big business organizations are evidencing their faith in tangible ways. The Steel Company of Canada, has purchased in Brantford—a city of 25,000—thirty-five acres of building land and intends to put up one hundred houses for its employees. It must be borne in mind that these employees are not low-wage men. At present they get all the way from $30 to $60 a week and the houses that are to be erected are far removed from the compact, three-room castles of the model industrial towns in Europe. This decision of the Steel Co. is a straw which shows which way the wind blows.

Marketing problems in Canada are not as serious as they might easily be in view of the demands on the railway facilities of the country. There is a regular and fairly prompt freight service. Close observers declare that the freight movement in Canada has been less curtailed than in the United States. The terrible congestion at the border, which prevailed right through the winter months has been pretty well overcome and express deliveries are now well back to normal. The United States firms that have made a study of conditions here have found it comparatively simple to arrange a satisfactory marketing campaign. For instance, three years ago a Chicago manufacturer of rachets made his initial excursion into Canadian territory and put his line into the hands of three jobbing concerns. Since then he has come over twice a year for a look-in on the wholesalers and has now lined up no fewer than 32 jobbers with a result that his Canadian sales have become an important part of his total turnover. This is but one instance of many which might be quoted.

The situation here as far as American goods are concerned is very favorable indeed. Two factors are operating to throw the doors of Canadian trade wide open to our neighbors. The first, and perhaps the more important of the two, is the growing cordiality that Canadians feel, as a result of America's participation in the War. The bonds of completest amity are being firmly welded and the alliance of arms will be transferred into terms of trade and commerce.

The second is the stoppage of imports from Europe. Canada now looks to the United States for many lines which formerly were purchased almost exclusively in European countries. Today, for instance, more American cutlery than ever before is selling here—and the market, at that, is practically bare. There is more than a chance that the trade thus built up on a basis of expediency might be made permanent. It amounts to a practical certainty.

* * *

Victory Loan Subscribers by Provinces

The Victory Loan subscribers last Fall totalled 820,035, or an average of 1 in 9.62 of the entire population of the Dominion. The total of all subscriptions was $419,289,000, or $53.13 per capita.

The figures may be taken as indicating the relative prosperity and purchasing power of the different Provinces, and for that reason have an interest in connection with the foregoing article. A large proportion of the subscriptions are believed to have been paid out of current earnings.

It will be noted that nearly half the total amount subscribed came from Ontario, with less than one-third the total population. Manitoba, and other Western Provinces also made an exceptionally good showing.

	Population	Number of Subscribers	Per Capita	Amount Subscribed	Subscript'n Per Capita
Alberta	196,000	56,117	1 in 8.8	$16,515,150	33.29
Brit. Columbia	394,000	50,563	1 in 7.8	18,814,700	47.75
Manitoba	555,000	78,856	1 in 7.0	32,326,600	58.25
New Brunswick	350,000	26,469	1 in 13.2	10,463,350	29.89
Nova Scotia	508,000	39,521	1 in 12.8	18,588,150	36.59
Ontario	2,582,000	363,000	1 in 7.11	204,185,100	79.08
Quebec	2,263,000	126,534	1 in 17.88	94,287,250	41.66
P.E. Island	93,000	5,300	1 in 17.54	2,331,350	25.07
Saskatchewan	650,000	73,675	1 in 8.82	21,777,050	33.50
	7,891,000	820,035	1 in 9.62	$419,289,000	53.13

Figures corrected to January 8th, 1918. From booklet of A. E. Ames & Co.

THE STORY OF THE CAMPAIGN THAT RAISED $3,000,000 IN 3 DAYS

The method of organization and publicity by which Y.M.C.A. War-work is financed

Written for MARKETING by JOHN C. KIRKWOOD

THE National Council of the Canadian Young Men's Christian Association raised over $3,000,000 in three day's canvass for the Association's war work in Great Britain, France and elsewhere. This money was collected on May 7, 8, 9. The story of how this wonderful achievement was accomplished is a proper story for "Marketing," because the achievement was really a form of salesmanship or merchandising; an idea or cause was sold for $3,000,000 to the Canadian people, who gave their money to get a content of mind.

The story is worth the telling because the achievement was a triumph of organization and advertising in combination, and has its value to all merchandisers who want to secure a great result by the use of sure methods, and to do this with a maximum of economy of time and effort.

The Merchandise that had to be Sold

Since 1914, the Canadian Y.M.C.A. has been carrying on its blessed work among enlisted men—this in Canada, Great Britain and France chiefly. France is the main country of operations, because this is where the chief fighting is going on. The service of the Y.M.C.A. is, briefly, to provide hut shelters and assembly places for the soldiers, to give a canteen service, to supply entertainment and recreations for the men, to enable them to write letters home, to give them religious comfort, and to care for the men when on leave—this in various ways. Latterly an educational service has added to the "Y" activities, and the Khaki College has been formed. The "Y" has given assistance to the "walking wounded" when they are leaving the fields of battle, and has supplied the fighters in trenches, dug-outs and during action, with hot drinks and biscuits.

From a military point of view, this broad service of the Y.M.C.A. is of inestimable value as a means of sustaining and creating morale. From a humanitarian point of view, the work is magnificent, and from the point of view of those who have sons and brothers and father and kindred and friends away fighting, the ministry of the Y.M.C.A. is heavenly in its character and deserving of all sustenance. But it was necessary to make the people of Canada acutely conscious of all that the Y.M.C.A. was doing and planning. In other words, knowledge of and enthusiasm for the war work of the Y.M.C.A. had to be "sold" to the Canadian people—this as the means of securing from them the $3,000,000 which they contributed to the Red Triangle Fund.

Canvasses for money for similar work had been made in 1915, 1916 and 1917, but for much lesser sums, and the appeal in these years was not a national one. This year, in view of the large extension and greater programme, a much larger sum was required—$2,250,000 was the amount of the budget; and this year all the nation was to be canvassed. When the canvass was made, over three-quarters of a million dollars had been contributed in excess of the sum aimed at. Here may be quoted a telegram received from Saskatchewan—received days after the last day of the Fund campaign:

> "How do you stop the machine when it gets going? Saskatchewan total is $450,000, and is still climbing."

This message has significance when it is known that the sum allocated to be raised in the Province of Saskatchewan was $200,000.

Planning the Selling Campaign

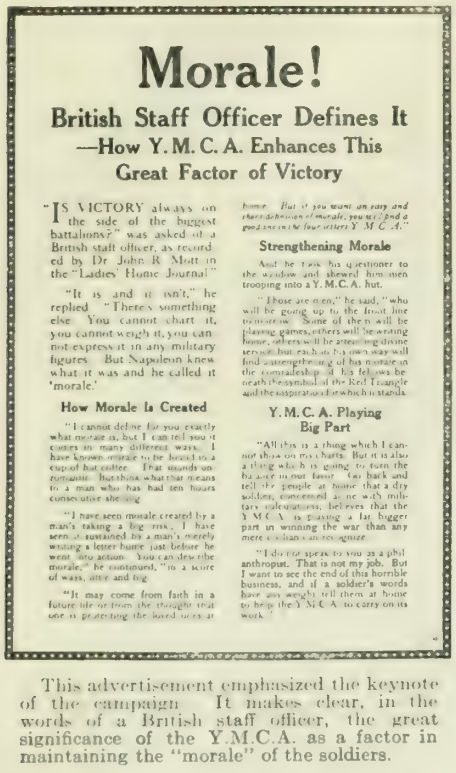
The plans to develop the Red Triangle Fund began to take shape in February—three months before the date of final action. In planning the work, much reliance was placed on the ability and experience of G. A. Warburton, a man who had organized previous campaigns that had fully realized their objectives. For example, Mr. Warburton had organized the campaigns launched to raise the money for the erection of the impressive Central Y.M.C.A. building in Toronto, for the Citizen's Committee of One Hundred, which secured prohibition for the Province of Ontario; and for Dominion wide prohibition, for the Red Cross and Patriotic Funds in Toronto, and for the Victory Loan

A University at the Front
"Rah, Rah, Rah, for Vimy!"
—"Khaki University" a Marvellous Development of Y.M.C.A. Service for the Morale and Future of Canadian Soldiers
HUNS SHELL Y.M.C.A's
Germans Realize Immense Value to Our Morale—Trail of the Painted Posts
The Y.M.C.A. At the Front
How the "Big Brother" to the Soldier is Helping Canadian Men Abroad
Tributes
Statesmen and Military Authorities Unanimous in Tributes of Appreciation of Y.M.C.A. Service to Men and Morale
Soldiers' Letters
Tommy's Graphic Descriptions of Life at the Front—How the Y.M.C.A. Helps to Mitigate His Lot

These two-column advertisements were used in the big daily papers, in advance of the main campaign, to disseminate information about the various features of Y.M.C.A. service to soldiers, thus preparing the ground for the main campaign which was devoted mainly to strong appeal

campaign in Toronto. A man with the ability and experience possessed by Mr. Warburton was in himself almost a guarantee that the Red Triangle Fund would be successful. Days before the canvass was made, Mr. Warburton told the Executive Committee that the Fund would go over $3,000,000 and as results showed, his assurance had justification.

It is to be explained that the Red Triangle Fund and the War work of the Canadian Young Men's Christian Association had and have as their



Morale!

British Staff Officer Defines It —How Y. M. C. A. Enhances This Great Factor of Victory

"IS VICTORY always on the side of the biggest battalions?" was asked of a British staff officer, as recorded by Dr John R Mott in the "Ladies' Home Journal"

"It is and it isn't," he replied. "There's something else. You cannot chart it, you cannot weigh it, you cannot express it in any military figures. But Napoleon knew what it was and he called it 'morale.'

How Morale Is Created

"I cannot define for you exactly what morale is, but I can tell you it comes in many different ways. I have known morale to be bread and a cup of hot coffee. That sounds unromantic. But think what that means to a man who has had ten hours consecutive shelling.

"I have seen morale created by a man's taking a big risk. I have seen it sustained by a man's merely writing a letter home just before he went into action. You can define the morale," he continued, "in a score of ways, little and big.

"It may come from faith in a future life or from the thought that one is protecting the loved ones at home. But if you want an easy and characteristic one of morale, you will find a good one in the four letters 'Y.M.C.A.'"

Strengthening Morale

And he took his questioner to the window and showed him men trooping into a Y. M. C. A. hut.

"Those are men," he said, "who will be going up to the front line tomorrow. Some of them will be playing games, others will be writing home, others will be attending divine service, but each in his own way will find encouragement to play his part as the comradeship of his fellows begets in each personality of the Red Triangle and the inspiration of which it stands.

Y. M. C. A. Playing Big Part

"All this is a thing which I cannot show on my charts. But it is also a thing which is going to turn the balance in our favor. Go back and tell the people at home that a dry soldier, concerned as he is with military subtleties, believes that the Y.M.C.A. is playing a far bigger part in winning the war than any mere civilian can recognize.

"I do not speak to you as a philanthropist. That is not my job. But I want to see the end of this horrible business, and if a soldier's words have any weight tell them at home to help the Y.M.C.A. to carry on its work."

This advertisement emphasized the keynote of the campaign. It makes clear, in the words of a British staff officer, the great significance of the Y.M.C.A. as a factor in maintaining the "morale" of the soldiers.

parents the National Council of the Canadian Y.M.C.A. This is a well-organized body, with central offices in Toronto, with a large staff of workers, and with provincial and district organizations of a permanent sort. The machinery, facilities and staffs of the National Council were employed to promote the Red Triangle Fund. At the same time, it was necessary to create an entirely new and much larger organization, and the first thing done was the creation of a National Executive Committee. This Committee had to be compact and made easy to assemble, and for these reasons, its composition was confined to the cities of Toronto and Montreal. These two cities were to be relied on to contribute nearly half the total sum aimed at, and it was reasonable that they should have major representation on the National Executive Committee.

Perfecting the Organization

The National Executive Committee divided the whole of Canada into four territories—the Maritime Provinces, Ontario and Quebec, the Middle West, and the Far West. Organizing secretaries were appointed, on a paid-for-service basis, and they in turn organized their respective districts. Their territories were sub-divided into Provinces and these provinces again sub-divided into a number of districts, and these in their turn were organized each with a head organizer. In the end, over 18,000 workers were enlisted in the work of preparing for and completing the canvass for the Red Triangle Fund.

In April, the Provincial organizers and leaders in each territory were assembled in a series of conferences, to hear the objects and plans of the campaign defined and to receive instruction and information. Then they went back to their fields and held conferences for like objects among their workers. It will be seen that the organization proceeded from the top downward—and in this it was not democratic in principle. Autocracy or the monarchial system can have something said in its favor when it comes to getting things done.

The territorial organizers were kept in daily touch with the National Executive Committee—this by a system of bulletins and reports. Towards the end of the campaign night lettergrams were employed to keep interest and intensity of effort maintained to the highest point. Sub-workers were sup-

"The cruel Hun under Attila swept across Europe leaving death and destruction in their path."

SAVAGE WARFARE

THE ravages of the Huns fourteen hundred years ago has been outdone by the German atrocities. The German hordes are rightly called Barbarians and Huns.

Our heroes Overseas need all the help we at home can give them to preserve that splendid "Morale" which has been maintained at all times, even against the most fearful odds.

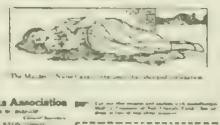
The Y.M.C.A. has been a wonderful force in strengthening the spirits of our troops. Lord Northcliffe said, "The war cannot be fought without the Y.M.C.A."

The German Huns have given a supreme demonstration of the immense value of the Y.M.C.A. to the Allies. German guns are now trained upon Y.M.C.A. huts, and every effort is being made to smash them out of existence.

For the Y.M.C.A. will carry on "the war as long as they have the funds to support the work. Canadians at home can never let our boys back for any misfortune said to Mercer that the Y.M.C.A. can be said of them. No matter how generously we have done, we cannot do enough to balance up for the sacrifices and perils our boys are meeting.

Be generous! Give to the Red Triangle

"THE Germans have crucified a Canadian officer and 16 soldiers whom they had taken prisoner." —English Official Report



Red Triangle Fund

$2,250,000—May 7, 8, 9

Canada-Wide Appeal

National Council, Young Men's Christian Association

TORONTO CAMPAIGN COMMITTEE

Campaign Headquarters—18 King Street, East, Toronto

One advertising man enthusiastically called this advertisement a "hun-dinger," owing to its stirring indictment of the Hun, bringing home to the reader the grim realities of the war, and the need for the service of the Y.M.C.A

plied with printed matter of an informative and stimulative kind, and canvassers were well coached by means of printed and personal instruction.

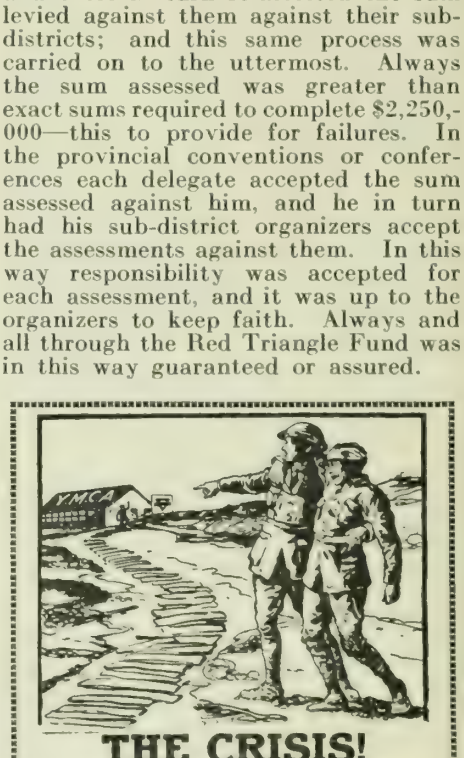
Territorial and Provincial organizers were visited by strong men from the National Executive Council. The Eastern part of Canada was covered by John W. Ross, a wealthy and influential business man of Montreal, and who was National Chairman of the Red Triangle Fund Committee, and Mr. Warburton made a journey to Western Canada. Central Canada was covered by various men.

As the campaign developed, public meetings were held in every part of Canada. These were addressed by men familiar with the war work of the Y.M.C.A, either by having had actual contact with it overseas, or by having informed themselves about it. Y.M.C.A. chaplains who had served overseas were active in this work of public speaking.

On the two Sundays immediately preceding the canvass ministers of churches were petitioned to define the Red Triangle Fund and the Y.M.C.A. work to their congregations, and in many churches specially designated men told about the Fund and work.

Assuring the $2,250,000 Required

Long before the canvass was made, the total sum of the $2,250,000 objective had been allocated to the various territories, provinces, and sub-districts. A specific sum was assessed against each territory, then each territorial Secretary re-assessed his assessment against the provinces in his territory; and these in turn re-assessed the sum levied against them against their sub-districts; and this same process was carried on to the uttermost. Always the sum assessed was greater than exact sums required to complete $2,250,000—this to provide for failures. In the provincial conventions or conferences each delegate accepted the sum assessed against him, and he in turn had his sub-district organizers accept the assessments against them. In this way responsibility was accepted for each assessment, and it was up to the organizers to keep faith. Always and all through the Red Triangle Fund was in this way guaranteed or assured.



THE CRISIS!

JUST an ordinary cup of coffee! Surely nothing could be more commonplace to you. But—

To wounded, broken and exhausted Canadian men staggering out of a furnace of shells, at Vimy Ridge, with nerves torn to pieces, that little refreshment in the moment of crisis—who can measure its significance? For it may mean life itself!

Y.M.C.A.
Red Triangle Fund
$2,250,000 May 7, 8, 9

Here is an officer's picture of the need: "I wish you and the people supplying this hut funds could see the men coming in during inspections. They would see the grotesque scarecrows you couldn't see the parchment faces, shoulders and heads caked thick with mud and clay, and the dull, vacant eyes of utter weariness. Their shoulders and heads sag forward and they slouch slowly along with never a glance to right or left. The strangest thing about them is their silence. In the rooms where the boys now stay, I sometimes hear that the majority of current was their cup but some that dragged the men back to life and vanity."

Is there a man, woman or boy in all Canada to whom these lowest needs appeal in vain? Will you help the Y.M.C.A. supply the coffee and the thousand and one other needs of body and soul just "over there"?

Can proud Canadians send a more heartening, more practical message to Canadian heroes now amid the perils of the greatest battle of history than this—that the Canadian people supported to the full the Y.M.C.A. with suggestions abundant while Beatified Canadians?" Will YOU Help?

Many Give their Lives—All Can Give their Money

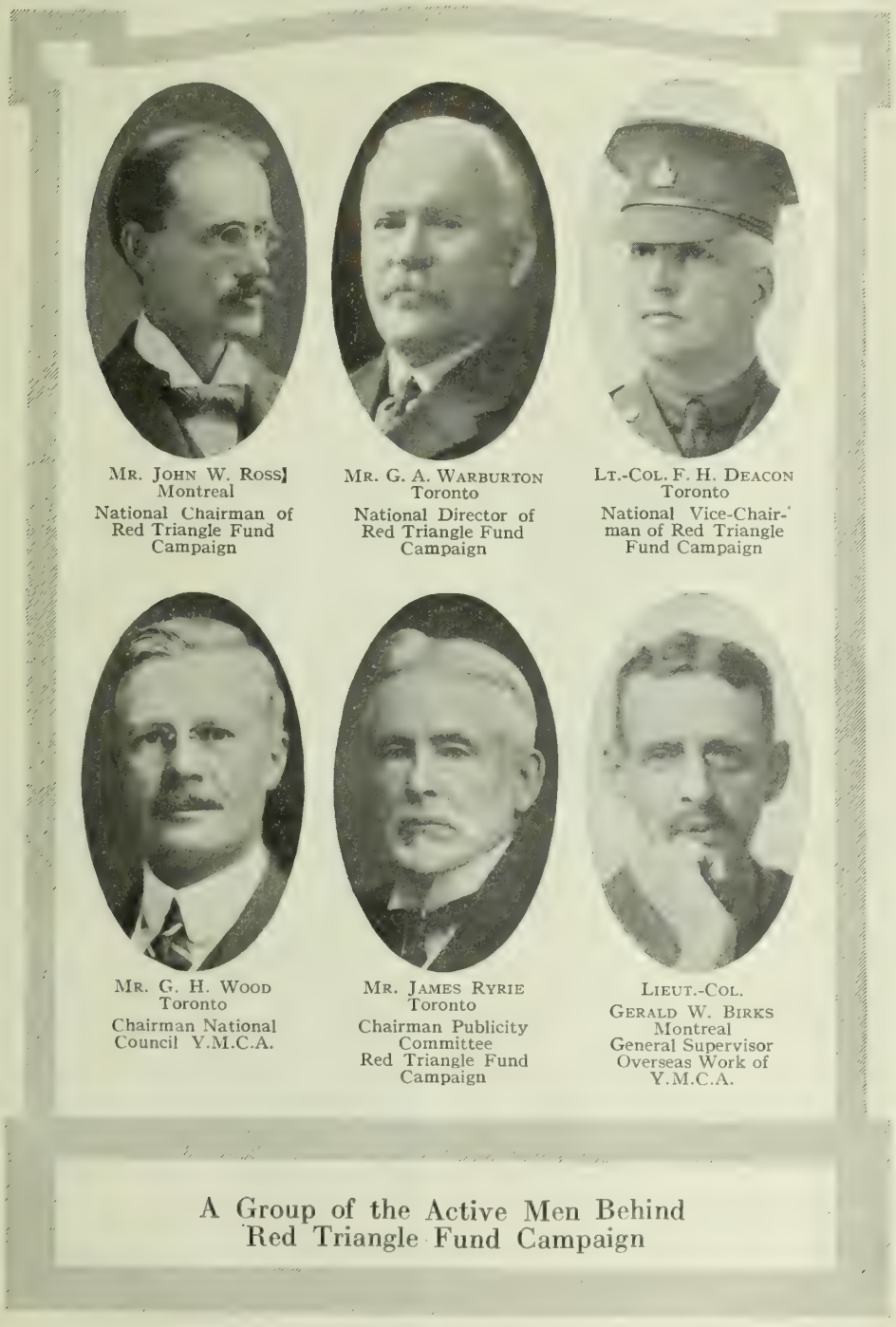
National Council, Young Men's Christian Association

This was the opening advertisement of the main campaign. Special stress was made upon appeal, following the campaign of information. Size of advertisement was five columns by twenty inches.

In the case of some sub-divisions or municipalities, those concerned had the assessments against them made a burden on the municipality or township this in the form of a tax. They said "We are too busy seeding to give time to your work, and to attend meetings, but we'll give you the money required of us" this as a municipality." While

on the surface this may look good, it really worked out to the hurt of the Fund. As Mr. Warburton said "If the story be freely told to the public we can always get more than councils will grant. Besides which, it mean much to the life of a nation to have its generous feeling appealed to and expressed."

By this plan of blocking out the country as a whole, and each territorial, provincial, sub-district and local unit, and by thorough organization in each unit, the final "drive" for the money objective was thoroughly prepared for.



Mr. John W. Ross, Montreal
National Chairman of Red Triangle Fund Campaign

Mr. G. A. Warburton, Toronto
National Director of Red Triangle Fund Campaign

Lt.-Col. F. H. Deacon, Toronto
National Vice-Chairman of Red Triangle Fund Campaign

Mr. G. H. Wood, Toronto
Chairman National Council Y.M.C.A.

Mr. James Ryrie, Toronto
Chairman Publicity Committee Red Triangle Fund Campaign

Lieut.-Col. Gerald W. Birks, Montreal
General Supervisor Overseas Work of Y.M.C.A.

A Group of the Active Men Behind Red Triangle Fund Campaign

The Part that Advertising Played

None knows better than Mr. Warburton, a master organizer, the power of advertising as a factor of ultimate, decisive and speedy success in campaigns similar to that of the Red Triangle Fund; and so a comprehensive and extensive advertising programme was mapped out. A Publicity Committee was formed with James Ryrie, of Ryrie Brothers,—an experienced national advertiser—as Chairman. Mr. Ryrie was always the competent and serviceable advisor, and was strong rock at all times.

A publicity director was appointed, the man being James Fisher, Toronto Manager of the McConnell & Fergusson Advertising Agency. Mr. Fisher had been associated with previous campaigns of similar character, and was well known to the big men in the National Council of the Y.M.C.A., and possessed their confidence. On Mr. Ryrie and Mr. Fisher rested the heavy burden of organizing and devising the publicity connected with the campaign.

Advertising agency service was used, and the agency employed was McConnell & Fergusson. This agency prepared the copy, text and art work, and placed the advertising. It is but due to say that this agency gave a whole-hearted and very efficient service, and fully justified its employment.

The Red Triangle Fund had three press agents—John L. Love, Publicity Secretary of the National Council, I. C. Stewart of Halifax, who acted in the East, and W. E. McTaggert, of Winnipeg who served in the West. On Mr. Love fell the work of having prepared the numerous special articles and press material which formed a part of the publicity campaign; and the circular and bulletin material. Mr. Love is an Old Country newspaper man, trained in editorial work, and performed his heavy work in a thoroughly workmanlike manner. Illustrated stories were supplied in plate form to a large number of weekly newspapers and to a number of dailies; also to a number of farm and religious papers and magazines. Editorial articles were written and forwarded to editors from the Atlantic to the Pacific, the variety being sufficiently wide to permit the editor to make selection. Many editors used the material sent.

The publicity obtained through religious papers was of particular value, for it enabled the Executive to present with desired fulness the religious side of the Y.M.C.A. work. The farm press had its influence on farmers, many of whom were generous contributors when the canvass was made, and "sold" the Red Triangle Fund Campaign to those whose contributions were to be made through a municipal or township or county tax.

An illustrated 4-page sheet, of large size, called War Work, was prepared, and issued in four editions, totalling 200,000 copies. This was sent to all workers and was designed to inform them and to help them in the preparation of addresses and in other ways. This was illustrated with portraits of prominent friends and endorsers of the Red Triangle Fund, and with other pertinent pictures of Y.M.C.A. activities or services overseas.

Window and wall posters were prepared, in color—four designs in all, and 100,000 of these were distributed. This part of the publicity was in the hands of Ralph A. Stephenson, of Montreal, who made a name for himself in the Recent Victory Loan campaign.

The display advertising in the newspapers and class papers was of a very comprehensive character so far as the nature of copy subject was concerned.

It is a big story that the Y.M.C.A. has to tell about its war activities in Canada and Overseas. The publicity Committee realized that to secure from the people the amount of money required it was necessary that the Canadian public should be thoroughly informed about the details of Y.M.C.A. work. For this purpose the Advertising campaign was divided into two main features, namely: The giving of information and the appeal for donations. While magazine and newspaper articles, and speeches at public meetings, have great value in informing the public, the committee considered that the masses of the people could best be informed by placing in display advertisements the latest information about Y.M.C.A. work.

In newspapers and other publications reaching the rural districts (and which were used for only a few insertions) the information and appeal features were combined in the same advertisement, as it is well-known that such classes of papers receive a more careful reading than can be expected in the case of the dailies. In the large city daily papers the information

Mr. John L. Love
Publicity Secretary Y.M.C.A. National Council

was given in a series of two-column advertisements which appeared before the main campaign, and which were made all the more effective by being placed in extra good position. These two-column advertisements were effective in paving a way for the large illustrated appeals that followed.

Incidentally the Red Triangle Fund campaign has put the Y.M.C.A. and its work "on the map" in Canada as it never was before; so that the gains to the orgnization are not fully represented by the $3,000,000 contributed. This appreciation of the Y.M.C.A. as an institution, and of its wonderful work overseas has made many converts to the "Y" idea and service, and not the least estimable of these new friends are the men of the press. So convinced have many editors become concerning the importance and value of the Young Men's Christian Association that they have volunteered to give "Y" affairs a much larger place in their news and editorial columns than was the case in the past.

In the campaign displayed advertisements appeared in:

about 100 dailies
17 religious and moral reform papers
20 farm papers
12 general circulation weeklies
10 city week-end papers
3 labor papers
9 magazines
7 financial papers

about 650 country weekly newspapers and a number of other unclassified papers. The religious weeklies were used for four issues, the farm journals for three issues and the dailies for about 10 issues.

In no comparable campaign has the purely agricultural press been used to similar extent, and one consequence was that the rural communities were better and more easily organized than in any previous campaign, when Red Cross and Patriotic Funds were the objectives. Another consequence was larger contributions from the rural districts than have ever been known to have been contributed before to similar objects.

Mr. Warburton's Aphorisms

The National Director of the Red Triangle Fund campaign, G. A. Warburton, never looks for failure, and so his confidence became the buttress of many of his associates when other's faith wavered. Said Mr. Warburton—"Never organize on negatives but on positives. Never spend time in finding difficulties, but to find ways of success," and there is good advice to others in this bit of wisdom. "To get what you want, ask something less than you need," is another G. A. W. wise saying. "The bigger the organization, and the wider the area, the more difficult is it to control the givings of the people," another thing worth remembering. This truth had illustration in the giving of Saskatchewan $450,000 when only $200,000 was asked for. "That was no accident," declared Mr. Warburton, "but was due to most painstaking thoroughness in our organization work."

A campaign to be successful, Mr. Warburton says, must have three factors:

1. A good cause.
2. A good organization.
3. A good atmosphere.

By "atmosphere" is meant the kind of thing created by public opinion. Atmosphere is created by advertising. "We were not niggardly in the use of money," Mr. Warburton said. "It would be foolhardy not to spend money, and it paid us to spend money."

* * *

In Canada as elsewhere are organizations, institutions, corporations, private companies and individuals with something which they want to sell to the public. Their merchandise may be a concrete thing—something serviceable or desirable given in exchange for money, or something abstract which gives the buyer only mental content What the merchandise is does not matter so much; what counts is the way to make a successful sale. Many a seller goes into his market ill-prepared to conquer it. His merchandising organization is deficient or faulty or unripe. Perhaps his proposition is wrong. Perhaps the "atmosphere" that G. A. Warburton talks of has not been created. Many sellers of merchandise can derive profit from a consideration of the way or ways used by The National Council of the Y.M.C.A. to get for its proposition, $3,000,000 from the Canadian people in three days.

James Fisher
who so ably discharged the duties of preparing the publicity material

One of the display posters which secured [illegible] for eight hundred [illegible]

"If we hadn't the 'Y' out here we would enjoy hardships proper. They help like everything when a fellow is all in. The 'Y' serves us where we want to be served."
YMCA
RED TRIANGLE FUND
$2,250,000.

Valuable publicity was secured through the display of 100,000 posters, of which this design was one

THINKING IN TERMS OF BIGGER SALES

How salesmen are kept geared up for greater production. Convention, quotas, contests, and how the Canadian Chewing Gum Co. Ltd. plans them to get bigger results.

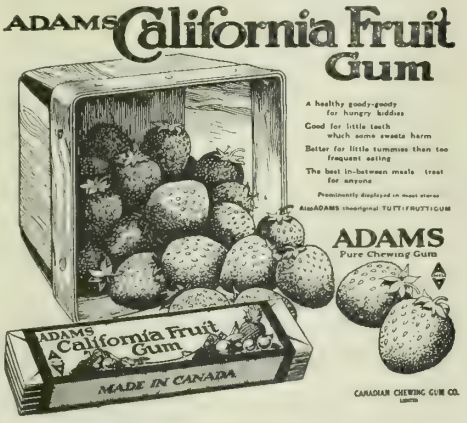
Written for MARKETING by HAROLD C. LOWREY

THE size of a salesman's orders is indicative of the dimensions of the salesman's thinking, for when a salesman thinks in big units he talks in big units and sells in big units. That is the most natural thing on earth and is the basic reason behind all quotas for sales increase. The mere posting of a quota would be futile were it not for the fact that the constant repetition of the quota keeps ever fresh in the salesman's mind the idea that bigger sales are required of him. Let the salesman stop thinking in terms of bigger sales and the imposition of a quota is impotent while on the other hand keep the salesman thinking about bigger sales and his sales will grow in volume, naturally and steadily. Getting the salesmen to think in terms of bigger sales is the basic idea behind the sales quota and any quota plan that neglects this fundamental will have a difficult time to make good.

The 1918 sales convention of The Canadian Chewing Gum Company, Limited, Toronto, gave the sales quota idea a new twist, that makes strategic use of basic idea by encouraging its salesmen to think in units that two years ago would have made the star man gasp with incredulity. Strange as it may seem, the war has had the effect of booming the gum business by the sending overseas of innumerable thousands of packages of gum in the soldiers' boxes. Prohibition has also helped to increase sales tho' to what extent it is impossible to determine except in a very general way. It must be remembered that gum is a 5c. article which is bought chiefly upon whim. It is a "habit" commodity whose sales depend very materially upon its accessibility and its "buy-me" appearance. Gum is "on sale" in all kinds of nooks and corners—big stores, little stores, theatre stands, news stands, everywhere. Dealers in gum are, to a considerable extent, small calibre tradesmen and are also quite cosmopolitan, thus adding to the difficulties of the salesforce. Gum being a habit commodity, must of necessity combat the public's indifference and compete with cigars, afterdinner mints, etc., and must meet this competition with its "buy-me" appearance backed up by energetic advertising. This briefly sums up the resistances a gum sales force must meet and overcome.

The sales of The Canadian Chewing Gum Company for 1917 showed an increase of 85% over 1916, yet the sales quota for 1918 was put at "Double Quota" meaning double the 1917 sales. This "Double Quota" is a foursquare quota for it means double sales, double the number of dealers sold, double the size of the individual orders and double the missionary work. Such an ambitious quota requires fine generalship on the part of the sales management. The year's campaign must be builded upon the solid foundation of getting the salesmen into the habit of thinking in big units and keeping them thinking nothing but big units. This is just what the Canadian Chewing Gum Company is doing, and here is the method they are using to make this sales effort a big success.

The men were all called in for a sales convention at the end of 1917 at which the 1918 campaign was fully threshed out in all its details. In passing it will be interesting to tell of the plan used to hold the sales men's enthusiasm during the several


ADAMS California Fruit Gum
A healthy goody-goody for hungry kiddies
Good for little teeth which some sweets harm
Better for little tummies than too frequent eating
The best in-between meals treat for anyone
Prominently displayed in most stores
Also ADAMS Chewing Gum TUTTI-FRUTTICUM
ADAMS
Pure Chewing Gum
ADAMS California Fruit Gum
MADE IN CANADA
CANADIAN CHEWING GUM CO.

One of the attractive and appetizing advertisements prepared by Norris-Patterson Ltd. for the current newspaper advertising campaign. Advertising is a big factor in the selling of chewing gum.

days of the convention. A large room at the head office on Logan avenue was prepared for the convention. One end of the room was fitted up with a store front—windows, electric signs, advertising signs, and displays. Then the salesmen were divided into two groups as in an old fashioned spelling match, one side to be the buyers and the other side the sellers. The salesmen were called upon to sell to the buyers, one from each side leading the transaction while the others supported their man with suggestions or questions. In this way the "out-on-the-road" atmosphere was brought into the convention hall and the men's interest in the convention programme kept at high pitch. The advertising plans for the coming season were discussed and several talks on the various media to be used were given by advertising men interested. This all led up to the big question of "TON SALES." Think of it! Selling gum by the T-O-N, sounds visionary yet these salesmen are actually putting over "ton sales" because this convention put the idea of ton sales into their thoughts and it has been kept there by the persistence of the sales department's efforts.

Selling gum in ton lots has been done before but the Canadian Chewing Gum Company has put these big sales in a new light with the result that the ton order is not an uncommon thing in its office. In fact big orders are now so frequent that an order for 11,680,000 sticks of gum occasioned very little comment and this was a single order from one retailer. Such an order as this, had it been received two years ago, would have given the sales manager heart failure, but after thinking in terms of "ton sales" for many months such an order was but an incitement to raise the ante of sales thoughts to "two ton sales." Sales of ton lots are becoming so regular that 1919 quotas will likely be placed higher.

At first the salesmen were doubtful of their ability to get the ton sale idea across but when it was pointed out that this meant only the selling of two boxes where one had been sold before it was conceded possible of accomplishment by all the salesmen. Then they grew enthusiastic over the idea and went out after the jobbers with a new vigor. So much for the benefits of the convention. It put across the idea, it got the salesmen thinking in big units. The next problem was to keep him thinking in big terms.

A sales contest was arranged, with several prizes, in the form of an endurance automobile race. Each man was given the name of an automobile and entered in the race. To keep him thinking in terms of big sales, bulletins were sent him by wire telling him of the progress of the race and encouraging him to make a bigger effort to beat out the car that was crowding up on him or just ahead. One of the ladies in the office was deputed to correspond with the salesmen's wives for the purpose of enthusing them in their husband's work and endeavoring to get them sufficiently interested in their husband's winning the prize that they would help him to this end as much as a wife could possibly do. Every Monday morning the wives were sent word as to the standing of the various men in the race, with a little concluding paragraph of inspiration and encouragement. If hubbie was falling behind it was a sure tip that wifie would have something to say about it, especially if she thought that the new dress or hat she had already mentally bought with the prize money, appeared to be slipping away.

Big Sales Idea Kept to the Front

The salesmen were thus constantly, continually informed of the fact that bigger sales were expected of them, yet so diplomatically was this information kept before them that the most touchy salesman could not feel resentful. The slogans of "Double

Quota" and "Sell a Ton" were kept before the salesforce in every way possible. No salesman was permitted to forget for an hour the fact that his 1918 sales quota was double that of 1917. The salesman was given no time to think in small units and that is the secret behind the success of the "Black Jack" drive so far as the field sales are concerned. The tremendous permeation of the advertising of the Adams brands is of course the real force behind the big sales but the big sales would not be closed were it not for the salesman who comes along confident that he can sell gum in ton lots. Every time a Black Jack salesman sees an advertisement for Adams gums he remembers that the H. O. is waiting for that ton order and the salesman feels that it is up to him to get busy and get it. Thinking in this vein the petty talk of the peanut stand dealer does not have the depressing effect it formerly had, . Instead the salesman is able to enthuse the dealer into the belief that he can sell more of Black Jack, California Fruit, Chiclets, Beamans, Yucatan, and other Adams brands than he ever sold before, with the result that the peanut dealer buys heavier than usual and sells more. Thus the idea of bigger sales gets across all the way down the line.

On the other hand, were the Head Office to neglect or half do any of the many things they are doing to keep the salesmen thinking in big terms the salesmen would succumb to the constant pessimism of the little struggling dealers to whom he must look for the bulk of his business. It has been the experience of the Canadian Chewing Gum Company that salesmen must be encouraged and that it is up to the salesmanager and the Head Office to do every thing in their power to counteract the depressing influences to which the salesmen on the road are constantly subjected. When this important duty is neglected the volume of the sales reflects it sooner or later while on the other hand the salesmen's orders respond immediately to the support from the home office.

Sales quotas are useless unless they are backed up by reminders that keep the salesmen constantly thinking in terms of the quota so that as he approaches each prospective buyer he fortifies himself with the thought that it is up to him to persuade the buyer to buy on a parity with the quota. Direct the salesmen's thinking and the sales will increase.

* * *

TWO DELUSIONS

1. PRIME COST—This is a delusion. There is but one cost — the total sum of all expenses required in producing and storing and selling the goods.

2. GROSS PROFIT.—This, too, is a delusion. It is a device whereby a managing director tries to bluff his board of directors. There is no profit except Net Profit. There is no profit until the last penny of cost and expense and loss has been paid.

HOW TO SELL GOODS

Subject of a Bulletin to Salesmen recently issued by a large Canadian company, in an endeavor to get its men to analyze their methods

I SPENT last week traveling with one of our star salesmen, whose record for sales stands near the top in our organization. I had been watching the reports as I do constantly, and I often said to myself, "how does he do it." Finally my curiosity got the best of me and I wired this man to meet me at a hotel in his territory, jumped on a train, and spent a week with him.

At the office of the first jobber on whom we called I listened attentively and he made the sale so easily and quickly that I said to myself, "this must be an easy proposition." However, as we went from jobber to jobber, I commenced to analyze his method of selling and I saw that underneath the jovial good natured manner this man possessed the fundamental principles of a salesman. He knew the psychology of selling. The following are some notes I made which explain his method of selling.

1. He has made a study of his territory, and he thoroughly knows the conditions that exist in every town.

2. He knows every jobber by his first name and knows something about the jobber's family and the things in which the jobber is interested so that he is able to do business on a friendship basis.

3. He has a copy of the jobber's previous order with him and knows how much the jobber can sell.

4. He never overloads the jobber, but believes in keeping him well stocked with a full line of our goods.

5. He never asks the jobber what quantity of any brand of our goods he can sell, but always names the quantity himself, for example: If he knows that the jobber habitually buys a 60-box case a month of ————, he will suggest that the jobber order a 100-box case or if we are making a special drive on a brand he will suggest two cases. Invariably he strives to get orders for 100-box cases instead of 60-box cases, and he says it is just about as easy to sell the larger case as it is the smaller one.

6. If the jobber is inclined to be timid and wants to order an assorted case of 100 boxes, he will say, "you know that we have to assort the case at the factory which takes considerable time and your order may be delayed. Instead of taking 10 boxes of ————, 30 boxes ————, and 30 boxes of ————, let me send you a 60-box case of each. It is better to have a little extra stock on hand when shipping conditions are as bad as they are to-day."

7. After he has written up a good-sized order for immediate shipment he proceeds to say to the jobber, "now you had better let me put in an order for goods to be shipped in three weeks so that you won't be out of goods at any time. Shipping conditions are bad. In many cases it takes three weeks for the goods to arrive so you want to anticipate your wants and be sure that you are not out of stock." He then proceeds to write up another order, which is often larger than the first, for future delivery. Sometimes he takes 3 or 4 orders to be delivered at dates set in the future, about three weeks apart.

8. He mixes a lot of jolly and humor in with his sales talk, and the jobber regards him as the friend who always has a message of good cheer.

This salesman told me that he always judged a new customer by the first remark which the customer made and that he watched the facial expression of his man, and studied his personality and adapted his selling talk to the character and disposition of his prospect.

As I followed him around for a week I also checked the retail stores in his territory and I began to realize that part of his success in selling was due to the fact that he had spared no pains to put in window displays and put up decalcomania and transparencies all through his territory. He had created the consumer demand through systematic store advertising.

Last but not least this salesman has won the confidence of his trade, because he has made it his business to study the business and requirements of his jobbers. He acts as counsellor and has access to the jobbers' stockroom, and frequently is allowed to look over the jobbers' order books. They trust him implicitly, and he has never taken advantage of this confidence, and never will.

This salesman is known to the trade as a temperate man, a man of clean habits, upright character, and a man whose word is as good as his bond.

Every man has his own personality and must work out his own plan of selling, but, there is food for thought in the suggestions above and this man IS A SUCCESSFUL SALESMAN.

Many of you have probably never sat down with a pencil and paper and analyzed your own method of selling. One man said to me the other day, "Well Charlie, I can sell the stuff, but I'll be— —if I know how I do it." A good way to improve our salesmanship is to first find out how we are now selling, and then make a list of the new methods which we ought to be using.

* * *

MUNITIONS OF MARKETING

This is the title of a new department to begin next month, reviewing the catalogues, booklets, folders and other "munitions of marketing" which are brought to our attention. Will you send us printed matter you have recently issued, with some explanation of its use or purpose, and we will be glad to call attention to its good features for the benefit of other readers.

THE FUNDAMENTALS OF ADVERTISING COPY

By HARRY TIPPER
Author "The New Business" and "Principles and Practice of Advertising"

EDITOR'S NOTE

One of the most masterly addresses it has ever been our privilege to hear was delivered by Mr. Tipper at the semi-annual meeting of the Association of National Advertisers in Detroit a year ago, on the subject of "Copy." A model of literary construction it was delivered quite extemporaneously, without notes or manuscript, and all present marvelled at the skill and thoroughness with which he developed his subject. About a month ago Mr. Tipper gave two talks along similar lines before the Advertising Men's Club, of New York, of which the following is the first part. The second part of his address will be published in July "MARKETING." The subject is dealt with under four general divisions: knowledge of the audience, knowledge of the language, knowledge of the subject and sincerity of purpose. It will prove instructive and illuminating alike to those who sell and those who fill space. Mr. Tipper is a former President of the Association of National Advertisers and of the Advertising Club of New York, and is noted for many valuable contributions to the study of advertising.

I AM reminded of the distinction which was made by Solomon in the Book of the Proverbs between knowledge and understanding, when he says in a number of places, "Get knowledge, but with all your knowledge get wisdom, get understanding."

Knowledge and understanding are not the same. We have had in the last three years a sufficient volume of information in respect of the causes of the war, the operations of the war, the expenditures of the war, and the widespread effects of the war, to provide every man with sufficient information for a complete understanding of the situation. But that knowledge has not brought the understanding because we are unable to take that file of information, digest it, assimilate it, and because of that assimilation convert it into action.

Knowledge is the file of information but understanding is the motor which transfers that information into practical and concrete action.

In talking upon this subject of knowledge, therefore, and in prefacing each of these fundamental requirements with the word, "knowledge," I have used it in the older sense including the understanding which enables the information to be put into action. Information comes to us, piece by piece and day by day, like the pieces of a jig-saw puzzle, and the picture which will enable the mind to act thoroughly must be built up by a fitting of these pieces of information together so that they present a harmonious arrangement, orderly, simply and understandingly.

It should be remarked also, in pursuing this subject, that the items required for a proper fulfillment of the possibilities of advertising copy are among the most difficult subjects of which to acquire an understanding, because the factors which affect their development are frequently very obscure and not to be come at readily by the superficial observer.

Knowledge of Audience

To know an audience, for instance, to know intimately the primary and secondary interests of this audience, the habits of mind, the habits of action, the association of ideas, the traditions, the differences and the similarities of each, it is not sufficient to know that all people are interested in things to eat, in the cost of things which are bought. It is not sufficient to know that people can be swayed by emotional ideals, by romance, by the unusual occurrence. The knowledge must be considerably better than this. It must be possible to seize upon the intimate surroundings and traditions of an audience so that the appeal will be made not as from a stranger but as from one who belongs.

Yet there are many examples to be picked from advertising in all kinds of media which show the lack of knowledge, of this intimacy, of any of this deep understanding. What study has been given to audiences by the man who will present the same statement to the readers of the National Geographic Magazine as he does to the readers of Vanity Fair; who will address the expert technician in the same language which he uses to the undiscriminating layman; who will apply the same pieces of copy, the same illustrations, the same phrases, to audiences comprising expert buyers, retail storekeepers and uninformed users? What degree of acquaintanceship, or familiarity, with audiences can be claimed by the man who turns in newspaper copy which is the same in the Boston newspapers as it is in Dallas, Texas, which does not vary between San Francisco and Minneapolis?

If we wrote less and studied more, wrote less from inspiration and more from understanding, our advertising copy would appeal to the audience so much more readily because of the character of that understanding.

Understanding of Language

Closely allied with this understanding of an audience is an understanding of the language with which we work; in fact, the thoroughly adequate and proper study of the language will inevitably lead to a larger understanding of an audience and a greater sympathy with their similarities and differences. For this language with which we work is not a dead thing, mathematically limited in its dimensions, cut and dried in its shades of meaning, which can be used carelessly, one word for another, without any knowledge of its development. Language lives. It has busied within its history the expression of every emotion, of every inspiration, of every operation, and every successful development of human life. It can sway an audience to the highest pitch of enthusiasm. It can consolidate the opinion into action. It can determine human ideas into the most mathematical of operations. It is rich or poor, as the thought of the people who use it is rich or poor. For there can be no thought without language. The embryonic idea, which may be built in the subconscious mind, is born only when it acquires language.

In the sense in which I am using it, language includes the pictorial and the decorative arts as well as the symbolic forms of written language comprised by the words which we speak and write. Neither the pictorial nor the decorative forms of language are as great as the written forms. Their expression is limited by their very definition. They should be used to amplify, to emphasize, to aid because of this definition and the universality of their application, the message which is contained in the writing, and not to cover up inadequacy of the written expression.

The flexibility of the written language, the very shades in its meaning, stir the emotion and act upon the memory so that, as Walter Raleigh has so beautifully stated, "A little company of words adventures into the citadel of the mind and forthwith the highways and byways resound with the hurry of ghostlike feet until the little band of adventurers is well nigh lost in the train of thoughts and emotions—memories which the words have collected."

Appeal to Sympathy

This art of appeal to the sympathy of the audience, its effect upon imagination made possible by the living character of words, by the flexibility of their meaning and the centuries-old associations with the types, ideals and emotions, makes the written language a most powerful weapon in the hands of any man who has studied it so that he can wield it.

In the desire for simplicity and for the avoidance of any pedantry, it has become a common saying that a man does not need a large vocabulary in order to talk plainly.

Let it be understood that ignorance is no measure of simplicity, that the thing which is to be said can only be said clearly when it is clearly understood; and that knowledge and understanding, not ignorance, are the surest avenues to simplicity.

It was my privilege, several years ago, to hear Sir Robert Ball, the great astronomer, deliver two lectures within a few weeks of one another. The first lecture was delivered to the British Association upon a highly technical astronomical subject, and the second lecture was delivered to an audience of 3,000 laymen, gathered in from the general

population to listen to his simple story, "The story of the Heavens." In both cases the audience was enchanted. The depth of his knowledge enabled him to meet the scientific requirements of the expert body, and to explain all the more simply the principles underlying the astronomical development to the audience who never carefully studied the subject.

There is no royal road to the understanding of language, for no matter whether it be the decorative, the pictorial or the written language, its value depends upon its history and its growth, and out of one hundred ways of doing a thing ninety-nine of these ways are the ones in which it should not be done.

Compared with these possibilities of language, how puny are the efforts which have passed under the name of successful advertising copy.

When it is impossible for us to do more than use a few meaningless general statements, packed with adjectives and qualifying phrases, for the exploitation of a product into which have gone years of development and the lives of thousands of men, it must be admitted that we are not even at the beginning of an understanding of the possibilities of the tools with which we have to work. Indeed, it may be said that only in the pictorial side have we accomplished much, and in this respect the things which can be expressed by pictures are so few and so limited that we have been able to understand their use somewhat readily. But the picture cannot accomplish everything, and we should not throw away the wonderful value of written language because a cruder weapon of illustration is easy and ready to our hand. The necessary limitation and definition of a picture denies just as frequently as it illustrates, and as Walter Raleigh whom I have just quoted says, "For the stirring words 'The Angel of God' all that painting can offer is the portrait of a poor young man with wings."

Study language. It will repay itself for every atom of study put upon it. It is so complete an epitome of human progress that a thorough understanding of the development of every word in the language would lead into the study of every other subject. Its beginnings, its changes, its growth and its present usage, show such a wealth of interest, cover so broad an expanse, that even a lifetime of study cannot begin to express the interests and possibilities thereof. It wields such a power that a few words uttered by one man have been sufficient to influence the lives of millions, and the ideals promulgated by a single philosopher have built up a civilization.

If we would serve advertising truly, using as one of its most important tools this power of written expression if we would study it so that at least some measure of its possibilities might be realized in our work, we would not ignore its music, its sonorous grandeur, the melody of its phrases, the moving effects upon the imagination, nor the largeness of its denials. We would realize that is has been put into poems so musical that thought swoons into melody and into phrases so great that they have encompassed Heaven and earth in one expression; into statements of action so definite that they have created armies and moved thrones; and into expressions so consoling that they have been treasured in the traditions of the memory through untold generations.

If we can but secure in our own use of it one infinitesimal portion of the possibilities of language, the present development of advertising will be as nothing compared with its immediate future.

PREVENTING MISSTATEMENTS IN CATALOGS

Montgomery, Ward & Company's Good Service Bureau Constitutes in effect, a private "Truth in Advertising" Committee. Based on Interviews with Department Heads of Montgomery, Ward & Co.

Written for MARKETING by R. G. Grant

WHEN a catalog contains 880 pages and some of these pages contain pictures and descriptions of as many as 75 articles, and when the compilation is the work of some twenty advertising managers, besides layout men and artists, all working under the supervision of a big central advertising department—it can be readily realized that the task of seeing there is no misrepresentation or exageration in this catalog is a man's size job.

This is especially patent to the man who has had experience in advertising copy production. Such a one knows the weakness of advertising writers for painting an article just a little better than it is, and of advertising artists for "doing a good job" in representing an article pictorially.

But Montgomery, Ward & Co. know that when the actual goods, on arrival at their destination, are disappointing, through not measuring up to the picture and description—the house is apt to lose once and for all a valuable customer. The big mail order concern wouldn't last very long if it depended on one-time customers. The catalog is costly, and the first order seldom gives the house a very substantial net profit. As in all advertising, it is the re-orders the steady patronage, that makes the advertising pay. In self protection, Montgomery, Ward & Company have to adhere to strict truthfulness in their catalog, veering rather to understatement than to exaggeration, if anything.

Although the principle of "Satisfaction Guaranteed or Your Money Back," which is made part of the Montgomery, Ward signature, is now used by many high-class business concerns, it has been much praised as a business policy and would be hard to improve upon as a terse statement of good faith in selling. President Thorne realized, three years ago, that merely because Montgomery, Ward & Company make good on that slogan "to the limit" was no reason why they should make the attainment of that ideal a stopping point. The slogan presents an alternative. It says to the customer, "If you are not satisfied with your purchase from us you can have your money back." Since the company lives up to the guarantee absolutely, acting always on the assumption that the customer is right and must be the only judge,—nothing could be fairer, from the customers' standpoint. But from the *company's* standpoint there was room for improvement of actual conditions. The overwhelming majority of customers found their purchases entirely satisfactory—but in a small percentage of cases, purchasers *did* ask for their money back. But people would rather have a satisfactory purchase than their money back. Why couldn't the company give them satisfactory goods *every time?* Mr. Thorne believed it was because the goods, when they arrived, didn't come up to the impression that the catalog had created about them. He didn't believe, necessarily, that the copy writer had intentionally exaggerated, but he believed it is possible to have a catalog description strictly truthful and yet have it subtly convey too good an impression of the article.

The solution was in a more careful censorship of the catalog—in preventing any creation of false impressions, either through actualunt ruths which copy writers will sometimes be guilty of, or through the subtlest word-shading tending to exaggeration or over-enthusiasm.

Necessitated a New Department

Mr. Thorne further saw that mere rules wouldn't accomplish the desired improvement, because the house already had copy rules that were about as broad as it was possible to make them. In an instruction book for the catalog writers appeared the following: "Do not exaggerate. . . . . There is no argument stronger than truth; there should be enough good in every article of merchandise we handle to bring it to the buyer's attention in a truthful and forceful way, keeping in mind that at no time should we give the customer to understand that the article is better than it really is. . . . We desire to so conduct our affairs that . . . . . all who deal with us will feel satisfied with their trade, will be pleased with our methods, and retain a feeling of friendliness for us."

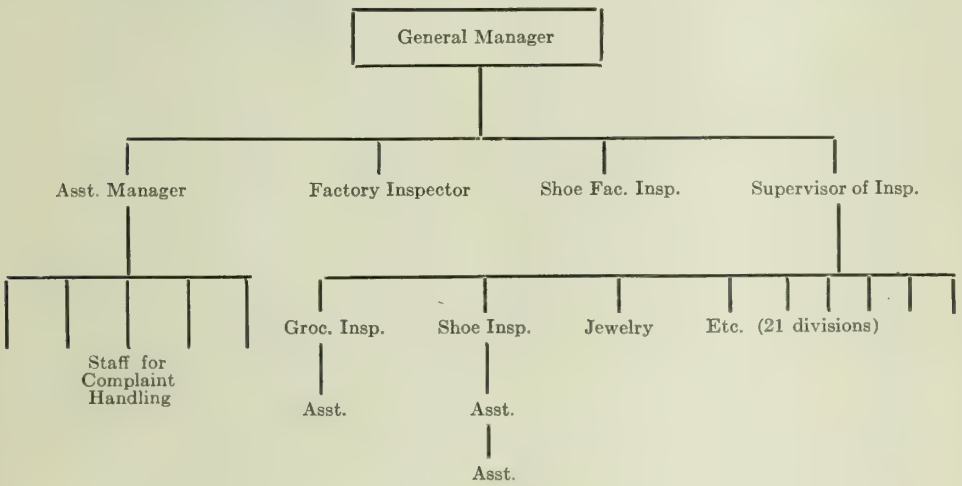
What was needed was a department responsible for seeing these policies actually carried out to the letter.

It is distinctly unusual for a business organization to have what might fairly be termed its own private "truth in advertising" bureau. But Mr. Thorne's idea resulted in the formation of the company's Good Service Bureau. It is this Bureau's task to look at the

business through the eyes of the customer—to represent the customer at headquarters, and see that he is told the truth about the merchandise and gets an absolutely square deal, in every way.

The accompanying chart indicates the personnel of the Montgomery, Ward Good Service Bureau, a group of workers brought into being less than three years ago. The General Manager's contact with the actual merchandise departments is through the two groups of workers indicated at the right and left. The group of twenty-one men at the left are stationed in the twenty-one main merchandise divisions of the company, such as the grocery division, jewelry division, shoe division, etc. These men are experts in the lines in which they are stationed and act as inspectors, having free access to all merchandise and the right to take any merchandise from stock and submit it to the chemical laboratories of the Good Service Bureau for expert analysis. Every one of these inspectors act as a check on an advertising manager,—for the men who write the catalog are the twenty-one advertising

ORGANIZATION CHART
MONTGOMERY, WARD & CO.'S GOOD SERVICE BUREAU



managers of the twenty-one departments. The inspectors, also, before the catalog is printed, see first proof sheets of all pages for their respective departments, compare the advertisements carefully with the actual goods in stock, and are empowered to make corrections in the catalog descriptions. The advertising manager may disagree with a correction, but he has no appeal from the final decision of the Good Service Bureau.

Director Yundt, of the chemical laboratories, has under him a staff of chemists who specialize in the analysis of merchandise materials. If an inspector brings to the laboratory a garment advertised as "all wool," and which he suspects does not measure up to the specifications in the manufacturer's contract, but contains cotton, he can very quickly learn the exact percentage of cotton, if any. If it is found to contain cotton, the lot may be returned to the manufacturer, or it may be retained if it fits another catalog number than the original, or it may even be sent to the customer who has ordered the supposedly "all wool" garment, but with a letter explaining the substitution. The last procedure is rarely followed unless it is impossible to obtain an article strictly meeting the catalog description.

Some Bureau Reports

A few actual Good Service reports from the Bureau's files may be of interest:

Infant's Vest, Catalog No. 29E-2309, Page 153.

Quoted as "all wool." Shipment of 63 Dozen received contained about two-thirds wool. Have taken this matter up and decided to reject this lot, as same does not conform with catalog description.

Metallic Linen Tape. No. 85E2035, Page 932.

Quoted in catalog as having a bronze wire interwoven to prevent stretching. Shipment received is minus these wires and is not metallic. Buyer states that same will be rejected and returned to manufacturer.

White Borax Soap. No. 99A6317, Page 56, Grocery Catalog.

Described as "Weight when cut, 9½ ounces." This is misleading to customer as soap dries out after being cut for some time, and correction will be made in next issue of the Grocery Catalog.

Try Square. No. 85E1912, Page 932.

Quoted in Catalog as the Fox Try Square and having a nickel plated finish. Shipment received are stamped "Sargent" and have a highly polished finish. Buyer stated that same was a city pick-up and was all that could be procured at the present time. This item will be dropped from the third edition of catalog. Will accept shipment, and use sub form No. 1168.

(Sub form No. 1168 is a printed explanation to the customer that the item is not exactly as described in the catalog and notifying him to return it if the substitution is not satisfactory.)

The number of errors in catalog descriptions unearthed by the Bureau, especially at first, was a complete surprise to the company, and a cause of chargrin. But its effect has been to eradicate errors. The merchandise buyer has become more careful, the manufacturer has become more painstaking in exactly meeting contract specifications, so that the goods will not come back, and the copy department has been more careful to make a better showing in sticking to the absolute facts.

There was turmoil in the advertising department at the first inroads of the Bureau. What the trade had always known as bronze door knobs, though only bronze finish, had now to be called by their real name, not their trade nick-name. The Good Service Bureau argued that the customer doesn't know trade slang, and has a right to expect solid bronze when an article is called bronze, even though solid bronze door knobs are only to be found in the residences of millionaires.

Thus the group of twenty-one inspectors operates to prevent dissatisfaction. Their work is prevention, as opposed to cure. The Bureau Manager has another group of workers in touch with the merchandise, who are, on the contrary, "curers" of dissatisfaction. Their task is to handle complaints, exchanges, etc. When goods are returned they see that the customer receives satisfaction in every way. But they have the further duty of analyzing complaints, and here their work in catalog improvement is fully as important as is that of the inspectors. When complaints begin to group themselves, several being almost identical, it becomes necessary to conduct a special enquiry into the item in question—to find out what the merchandise is and what the catalog says about it, and see if the Company is not at fault.

An example recently occurred in connection with exchanges of certain obesity appliances. The general trouble seemed to be that customers sent in over-measurements, and appliances forwarded were too big. An investigation brought to light the fact that the measuring instructions in the catalog were not as clear as they might be, and by remedying this, the complaints were eliminated.

Mr. Schott, director of sales and publicity asserts that this thorough way of applying principle of truth in advertising to the preparation of the company's great mass of direct-by-mail advertising, has paid big returns in the shape of increased good will and actual orders. And he believes that the same principle which brings better returns from Montgomery, Ward & Co.'s annual distribution of some 25,000,000 general and special catalogs can be applied by any advertiser to advantage.

"I believe," he says, "that any merchant, whatever the size of his business, would find it to his advantage to have someone in his organization responsible for making a study of his merchandise along the lines followed by our Good Service Bureau. It will pay him in his buying and it will pay him in the confidence he will create in his goods."

MAKING A MARKET FOR REAL ESTATE

A lesson in energy and enterprise for any who face an unresponsive market. How land was moved when "land wasn't moving." New ideas and energetic salesmanship keep a business active and prosperous.

Written for MARKETING by J. C. KIRKWOOD

IF you were in the real estate or building business, and "the bottom fell out of the real estate market" as it did when the war broke out, would you shut up, as so many real estate firms felt obliged to do?

Or, would you make a market for your property, as has been done in a few notable instances, very successfully for example, by the firm of W. N. McEachren & Sons, Limited, Toronto?

The past few years have brought real problems to men who have been engaged in real estate development during the prosperous times of a few years ago. These problems have not been solved by many of the men whom they distressed. Possibly they lacked the vision or the capital; more likely they lacked fertility of ideas and determination. So the story of one firm's solution of the selling problem should prove instructive.

When war broke out, McEachren's found themselves with much land in the north-east part of Toronto. Previously they had erected some thousand small houses in this district. But the sudden outbreak of war put an abrupt end to land selling and house building, to which conditions contributed in many ways. Yet this was the firm's business wherewithal. What were they to do about it? A good deal of money was locked up in land. The problem of reviving their business was not only one which pressed, but one which simply had to be solved.

Here was a highly organized business, involving the investment of very large sums and occupying the time, talent and experience of men accustomed to earn large incomes. Could this business be kept active, productive and profitable? Could these men be kept employed in the work for which they had been trained? If so, how?

In the end—and it was only last summer—they found a way out of their difficulties, and now things are booming again, limited only by the limitations of capital for it takes ample capital to operate a real estate business on the McEachren scale.

The story of how they did it is of interest outside of real estate circles as is intelligent selling effort of any kind. For that reason it should be of interest to the readers of "MARKETING," many of whose selling problems are while different, no less difficult, and might nevertheless be solved through the same display of energy and enterprise.

Houses in Toronto were scarce enough three or four years ago. They have been in good demand right along—in fact like many another business these days, the supply did not keep up with the demand. For various reasons sufficient building was not being done.

But how to market this land on the outskirts of the city—that was the McEachren problem. Land was not moving. The solution was—to sell it, not as land but as homes designed to meet present needs.

Demonstration House Built

A canvass or survey was made of the 1,000 houses previously built, and then occupied, to learn the actual requirements of the occupants. This survey disclosed these facts.

In 68% of the homes only two bedrooms were needed; the third bedroom was being used as a storeroom.

In 25% the parlor was used only part of each week.

In 15% of the homes the parlor had not been furnished.

It was evident that the smaller house would meet the needs of the majority of families, so it was decided to plan a two-bedroom and parlorless house. Since each room costs about $500.00, this would lessen the cost of the house by about $1,000. If you reckon the investment significance of this $1,000 you begin to see things in a new light. Money at 7% means that two idle rooms cost the occupant about $70 a year or about $6.00 a month, a heavy charge for a workingman to pay for empty rooms; without considering the $1,000 capital tied up in unused rooms.

Because of the facts disclosed by this investigation, it was decided to build a standard four-room house, according to plans which provided for additions when they might be desired. Thus an extension to the kitchen could be made at a cost of $100 and on top of this a sun-room might be added at another $100 expense.

A demonstration house on this plan was then built. It represented the minimum of cost in building and the minimum of rooms needed by the average family—living room, kitchen, and two bedrooms, with a bathroom and cellar—on two floors and having a frontage of 16 feet on a lot 20 x 100. The house was detached. It could be sold at the time for $2,300.

The Selling Campaign

This demonstration house was ready for use last October. It was completely furnished and decorated. Each room was made as attractive as possible, and period furniture was used in the bed rooms.

Advertising in the local newspapers attracted interested persons to view the house. About 2,500 visited it during the period of the sale. Afternoon tea was served, and other provision made for the comfort and entertainment of visitors.

Said Mr. McEachren: "A woman cannot visualize sizes. She cannot relate in imagination the size of beds and tables and other furniture to the size of the room. So we had the furniture actually in the room. Few women know the length or width of a bed, for example, and it was necessary to have articles of furniture in the room and in their right positions to show how carefully our houses were arranged for convenience and sufficiency. Again, a man will do business better and more quickly if he is sitting down, so we had him sit down while we talked business with him."

"On studying the matter of house-selling, we were struck with the fact that the common methods of to-day are pretty much the same as in the days of our grandfathers. We decided to do better—to show our houses ready for occupation—as they would look when lived in. There is not a doubt in the world that the staging of our house and lot for the purposes of this special sale had a great deal to do with the success of our effort, and speeded up the sales."

"The first house was ready for delivery two months after the order for it was taken—sometime last December, and latterly we have been delivering houses at the rate of one a day. By July 1st we shall have delivered all.

"I may say," went on Mr. McEachren, "that these houses are standardized: that is, the timber and other materials used are all made to given sizes. While the houses are of brick, as required by the local building laws, they have been standardized, and so we have been able to build them economically and rapidly. Each house is heated by hot air from a basement furnace. Electricity is used for lighting, and cooking if the occupant desires to cook with electricity. Running water is supplied to each house from our own central supply, which is obtained from a well which we have bored. The water is supplied to each house under a compressed air system.

Those buying these homes were families in moderate circumstances—wage-earners, street car men, engineers, telephone company employees, skilled mechanics, etc. They are families fairly sure of steady work, without social ambitions, thrifty and concerned to get ahead without ostentation of any sort. Not the least of the appeals of the McEachren firm in making sales is—"become a home owner instead of a renter," and since the advice is supported by sound sense, the response to the appeal is prompt.

Each buyer is supplied with a pass-book, similar to that issued by a savings bank, in which all payments are credited when homes are bought on the instalment plan. In this book all particulars relating to the terms and con-

ditions of purchase are printed, so that each purchaser can know exactly how he stands in respect of his transaction.

Manufacturing Land into Homes

As an expedient of selling, this enterprise of the McEachrens is praiseworthy. They had land which would not sell. They had building ability which was not being sold. How could they sell these two classes of wares? They accomplished their desire by breaking up their land into small lots and building homes on them—a common enough thing, but they did this thing at a time when there was little activity in land-selling and dwelling-building, and they did it all on an idea—the idea of a demonstration house, of standard type, sold on easy terms, and fully and charmingly furnished as a means of stimulating desire and concreting intention and desire into decision and action.

Thus a market was made for land—sold at a profit, and for houses, built at a profit, and by multiplying the sales, profits were multiplied, and occupation of time and talents assured.

Are You a Renter?
What Rent Will YOU Pay When 50,000 Returned Soldiers Clamor for Houses in Toronto?
We Are Building One Hundred Houses
Workingmen, of Toronto, Read Every Word. Come Out and Choose Your House on the 24th.
Co-Operation, Easy Payments — All Spell Ownership
Co-Operative Home Buyers' Club
Makes It Possible for Every Man to Own His House
THE McEACHREN HOUSE BUILDING CLUB.
COPY OF AGREEMENT.
THIS IS OUR PROPOSITION
ONLY $25 CASH BALANCE EASY
LOCATION. HOW TO GO LOCATION.
AN INVITATION:
W. N. McEACHREN & SONS, Limited
Ninth Floor, Royal Bank Bldg., King and Yonge

Newspaper advertisements like this attracted 2500 would-be home-owners.

An Apartment House Idea

I ran across the above facts for "MARKETING" by reason of advertisement which had appeared in the Toronto papers referring to a furnished apartment which had been fitted up in the Royal Bank Building. This advertisement stated McEachren's purpose of establishing a chain of apartment houses in various Canadian cities, and this specimen apartment had been designed to help put across the idea (it was not stated quite this way, but this was the thought).

The firm of W. N. McEachren & Sons, Limited occupies a very fine suite of offices in the Royal Bank Building. This fact means that they have importance as a firm and are prospering. The apartment idea in an office building interested me as a novel plan of promoting a project of this kind. I passed from a handsomely equipped office, through portiers, into a suite of rooms such as one might see in any well equipped apartment house — kitchen, bathroom, dining room, living room, bedrooms—all furnished, fitted and decorated in the best of style, pictures, fixtures, etc., furnished with the co-operation of local firms, such as Murray-Kay, Ltd., Heintzman, Nordheimer, Babayan, Ryrie's, Port Hope Sanitary Co., Canadian General Electric Company.

In the fittingly furnished and delightfully restful living room, reclining in a comfortable chair, I heard the story of McEachren's apartment house idea.

Said Mr. McEachren, "We have devoted this portion of our offices for a few days to a demonstration of an idea already launched. The apartment was fitted out for just 300 people—all of them shareholders of our company who live in the cities in which we plan to erect these apartment houses."

"I may mention that to a number of the best men in Kingston, St. Catharines, Chatham, Brockville, and Brantford we have sold $100 worth of our stock—no more and no less, to each individual. When I say 'best men' I mean citizens of esteem and influence. They are a hand-picked lot of men. We have plans to build apartment houses in these cities, and when we go to them to begin building operations, we want a body of local men identified in a financial way with our enterprise, to endorse our enterprise to the local public.

"We have felt that by having these men related to our enterprise, as shareholders, we have an endorsement of ourselves that many will require. These men, astute men of position and responsibility, did not become shareholders in our company without giving us 'the once over' in a very thorough fashion. They had to be fully assured that we have right intentions, that we are able to carry out our undertakings, and that we will keep faith with all our engagements. They came into our company, not so much as investors—the $100 limit we placed on their investment is not enough to be an investment objective—but as citizens who are genuinely interested in seeing that their respective communities are provided with residential requirements, and who believe that our apartment house plan and workingmen's houses are a real, if only partial, solution of existing problems.

"But many of these men are not very familiar with the apartment house idea. Many have never been in an apartment, and so were unable to appreciate how a complete home can be made on one floor and in a limited space. So we fitted up a demonstration apartment in the Royal Bank Building, and sent a special invitation to a number of those likely to be interested in what we are doing. Attached to the invitation was a voucher for a railway ticket, which could be exchanged for a return ticket. We wanted these men and their wives to come and see what we planned, and to talk over matters in our own office. The wives of some of the men came with them, or followed them, to see what we proposed, and we feel that we have good and useful allies in them; they will be good advertisers of our apartment houses when they are built and ready for occupation."

Cost of Building to Remain High

I asked Mr. McEachren if this was a good time to begin an enterprise of the sort outlined,—in view of the fact that materials and labor are high-priced. "It was fifteen years after the Civil War," said Mr. McEachren, "before lumber prices declined to any considerable extent, and I can see nothing to warrant the belief that lumber prices in Canada will fall in the next ten years or so.

We Extend to Our Clients and All Others Interested
An Invitation to Inspect the Most Magnificent Furnished Suite of Apartments in Toronto
On Ninth Floor of
Royal Bank Building, King and Yonge Sts.
The Following Firms of National Reputation Have Loaned the Furnishings and Installed the Fixtures:
Murray-Kay Company
Port Hope Sanitary Company
Canadian Brass Company
Nordheimer and Company
Eureka Refrigerator Company
Roberts' Art Gallery
Ryrie Bros., Limited
Canadian General Electric
Heintzman and Company
Babayan Rug Company
Frantz Premier Vacuum Cleaner
Adams' Hoosier Cabinet
S. Tidy & Sons, Limited
We are constructing nearly a hundred houses in various sections of the Province. It is our intention to construct modern Apartment Houses in Toronto and several cities in the Province; and following the system adopted in the larger centres of the Continent we are going to furnish a number of suites in each building.
W. N. McEachren & Sons, Limited
HOME OFFICE:
Royal Bank Building, Toronto
ST. CATHARINES: Bank of Commerce Bldg.
BIRMINGHAM, ENG.: White House, New Street.

A similar idea carried into the promotion of apartment buildings in various cities.

However, this has nothing or little to do with the matter. We must keep on working, and at any rate there is great need for more houses. Our business is to build homes, and by the means and in the way I have told you about we quite expect to keep ourselves fully occupied for a long time to come. While we have sounded out only a few cities so far, there is the whole of Canada to work in. When our soldier men come back, the need for homes will be greater than ever, and while we do not plan to carry out our Danforth idea everywhere and always, we do not say what we will do in the future. It takes as you can see, very considerable capital to operate a business like ours and on the scale on which we work Capital is not abundant, even though the interest reward is tempting. Not until after peace comes and matters begin to settle can capital in abundance be hoped for. In the meantime we are going ahead safely and yet boldly within the limits of our ability, not beyond."

Marketing
and Business Management

MONTHLY MAGAZINE OF CANADIAN BUSINESS

With which is incorporated
ECONOMIC ADVERTISING

Established 1908

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NO FREE LIST

We have no complimentary or free list. MARKETING is sent only to those who pay for it. The receipt of a copy otherwise is an invitation to subscribe. Better include a subscription with your order for the 1918 LYDIATT'S BOOK. "What's What in Canadian Advertising." (See page 2), now ready.

* * *

WILL THE PUBLISHERS SPEAK UP?

It is to be hoped the publishers of Canada will make the annual meeting of the Canadian Press Association the occasion for making clear their attitude toward Government advertising.

There is no question but that the business standards and patriotism of the publishing industry have been seriously compromised by the representations of those who have assumed to speak for them. Government officials have been given to understand that newspaper space cannot be bought for war purposes on as favorable terms as are open to commercial interests, if the publishers' full and unstinted co-operation is desired.

This has been a surprise and a sore disappointment to many of those who have been most enthusiastic in their efforts to extend Government activity along these lines.

The United States administration has steadfastly refused to authorize any expenditures for advertising space, through fear of unreasonable demands and political wire-pulling by publishers—and these fears would seem to be justified by the experience of the Canadian Government unless the publishing interests, as represented by the Canadian Press Association, formally disclaim the representations which have been made at Ottawa and Toronto during the past winter.

It is stated authoritatively that the American Government has been able to secure over $60,000,000 in advertising space for the three Liberty Loans at a cost to the Government of less than $1,000,000. We spent over $500,000 (or a proportionate amount in the U.S. would be $5,000,000) for advertising our last Victory Loan. American publications charge lowest commercial rates *or less* for Liberty Loan, Red Cross, Y.M.C.A. and other patriotic advertising. Canadian publishers, in contrast, despite a more favorable Government policy, have been represented as demanding better than regular commercial rates—insisting that they must get more than usual out of Government advertising as the price of their co-operation.

It is more than a question of agency commission. It is one of square dealing and patriotic service—a question of whether the press must be subsidized in order to get its support for our war-efforts. If the publishers' advertising agents are able to render a service which is helpful to Government departments, if they are able to add anything to the effectiveness of the various campaigns, could not the commission they earn be considered as a reasonable service which all publishers share proportionately in contributing to the success of the Government's propaganda efforts.

This would ignore entirely the service of unquestioned value which these agencies render publishers—for it cannot be gainsaid that such advertising as has been handled outside the agencies has tended to discourage further advertising, while campaigns handled by the agencies have been uniformly successful, and therefor encourage still further use of advertising. This fact in itself has made the agents' services worth any amount they have "cost" the publishers.

The Canadian Government's policy of paying for its advertising should be endorsed and supported. And this can only be done by eliminating, or at least *condeming* all unreasonable demands, political influence or anything which tends to treat Government advertising as patronage in any degree. It can only be done by definitely assuring the Government of its entire freedom to deal with and buy space in Canadian publications through the same channels and on the same terms as are open to ordinary commercial interests. To maintain any different attitude toward Government advertising would only support the view of the American authorities in refusing to undertake any advertising expenditure—and may possibly force the Canadian Government to adopt a similar position.

This is one question which insistently calls for a definite and immediate clearing up at the forthcoming annual meeting of Canadian publishers, in the interests of the country, in the interests of our war-efforts, in the interests of advertising, and in the interests of publishers themselves.

* * *

MAGAZINES DEVELOP ADVERTISING

An advertisement of the Association of Canadian Magazines in this issue of MARKETING emphasizes their growing importance as a factor in national advertising in Canada.

This development should be welcomed by all interested in the growth of advertising in Canada. Magazines have been the cradle of many an advertiser whose expenditure to-day has expanded to

cover a multitude of other mediums. If we have had fewer national advertisers in Canada than across the border, may it not be because in the past we have not had the publications of national circulation through which so many advertisers have been able to get a start. For an astonishing proportion of the large American advertisers of to-day began with a little advertising in a few magazines.

The growth of magazines in Canada is notable also from the fact that they, of all mediums, have been the most persistent and liberal practitioners and believers in what they preach—advertising. Few, if any, other publishers in Canada can show proportionate enterprise in advertising their product to their customers. Is it surprising then that they have been so successful in forging their way to the front? Keeping everlastingly at it brings success!

Can any other medium show a record of greater activity or greater results in developing new business? Too much time and energy is spent by most publishers in getting what's going, to the entire sacrifice of effort to develop entirely new business. There is altogether too much of following the line of least resistance, leaving the patient plodding painstaking investigation and persistent development work to the other fellow.

If we are to have more or bigger advertisers in Canada we must first have more "bigger" publishers, ready to back their faith in the value of advertising as a means of stimulating new and stabilizing old business, more publishers, who believing they have a good product to sell, believe in the power of advertising to sell it. There are still far too few publishers whose experience affords proof that advertising pays. If persistent publicity pays anybody it assuredly should pay a publisher. If advertisers can build up their businesses through the wise and careful expenditure of 2% to 10% of their gross sales in publicity, why would not a similar expenditure accomplish similar results for a publisher with a similarly good product.

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AFFECTS ALL PUBLISHERS

When the discrimination practised by Toronto publishers against Toronto manufacturers was brought up for discussion at the last Annual Meeting of the Canadian Press Association said Toronto publishers attempted to choke off criticism by arguing that it is "none of your business—a purely local matter."

"None of the business" of other publishers, that the narrow-minded, short-sighted, unbusinesslike policy of this autocracy of newspaperdom is preventing the free and full development of what should be the most fertile field for advertising in all Canada.

"None of your business' that the unreasoning, unjust and czar-like attitude of these publishers is bringing newspaper management in bad odor, disgusting advertisers who seek only a square deal, and driving so many of them to other mediums—to the loss of other newspapers as well.

"None of your business' that the refusal of these publishers to bear their proportionate share of the cost of developing and handling advertising originating in this field throws the entire burden on other publishers. Because the agency handling the account of a Toronto advertiser must rely for his earnings on the commissions paid by publishers outside Toronto, even though the Toronto publishers may get one-fifth the entire appropriation.

"None of your business" when these Toronto publishers refuse to live up to the undertakings and abide by trade agreements entered into by the Canadian Press Association on their behalf. The agency "recognition" which the Canadian Press Association endeavors to maintain in the interests of all publishers and agencies alike, and for the general good of the business, involves certain obligations on the part of publishers—which these Toronto publishers ruthlessly override.

"None of your business" that the agreements, standards of practice and rulings which these Toronto publishers have been parties in framing for the Canadian Press Association, with the intention that they should be accepted as binding by all publishers, should not be binding on these Toronto publishers.

"None of the business" of the Canadian Press Association to inquire why these Toronto publishers do not themselves abide by rules and practices which have become a generally recognized standard among newspapers all over the American continent.

"None of the business" of the Canadian Press Association to seek to correct a situation which for years past has created discord and dissatisfaction, to the disadvantage of publishers from the Atlantic to the Pacific.

The position of the Toronto publishers on this question is indefensible. It is not supported by any principle of justice and fair-dealing, to advertisers, agencies or to brother-publishers. It is not endorsed by the practice in any other city on the American continent. It is not good business practice, for them, or for other Canadian newspaper publishers. It is not settled by refusing to discuss it. It will never be settled until publishers allow customary commission to all recognized agencies on all general advertising—without discrimination because of location—or until all commissions and discounts are abolished and rates are made net to everybody.

This our wiseacres argue is what should be done—then that it can't be done. So they double-cross both advertisers and their brother-members of the C.P.A. and kid themselves that they are getting away with it.

The question brought up at last year's convention was disposed of for the time being by reference to the Advertising Committee, with instructions that this Committee report on it and suggest a ruling defining general advertising as distinct from local advertising. Thus it was effectually sidetracked, no action on this piece of "unfinished business" from last meeting having as yet been reported.

Nevertheless the issue will not down, until it is settled on a basis of fair-dealing and uniform practice. It is characteristically sassy to say that it is "none of your business." It is very much the C.P.A.'S business that unfair and unwarranted discrimination against advertisers should be removed, in the interests of the development of advertising in Canada, and that the imposition practised on publishers outside Toronto should bring the protest and condemnation it deserves.

Your Share of the Harvest?

CANADA'S Harvest of 1918 will be the biggest in history. Canadian farmers and their families will spend, or invest over $1,500,000,000.00 (a billion and half) in the coming twelve months.

HOW MUCH IS YOUR SHARE?
DO YOU INTEND TO COLLECT IT?

CANADA'S immense rural wealth, the rapid development of rural districts—the ever-increasing demand for every luxury, every last labor-saving or profit-making device—to say nothing of the equilibrium now regained after four years of war—all these demand more and more of your attention to this rich, responsive field.

Investigate the facts. Take note—we are delivering more net paid circulation than our guarantee, and yet month by month, we are going ahead and making new standards of Canadian Farm paper circulation—new standards of advertising and editorial contents for Canada.

The ever-increasing value in quality of RURAL CANADA—in its strength of appeal—in its far-reaching and intensive influence—combined with present facts—demands that RURAL CANADA heads your Canadian list of Farm papers for the coming twelve months.

COLLECT YOUR SHARE OF CANADA'S HARVEST! Have your copy every month in

RURAL CANADA

Canada's Great Farm Magazine

Toronto. Canada.

Published by the Continental Publishing Co., Ltd. Also Publishers of EVERYWOMAN'S WORLD, EVERYWOMAN'S STOREKEEPERS AND EVERYWOMAN'S NEEDLECRAFT COMPANION.

MILLION DOLLAR FUND TO ADVERTISE COFFEE

The coffee publicity campaign which has been discussed in an international way for several years has jumped over the last hurdle and is about to become an accomplished fact. This was settled definitely by the signing of a mutual agreement between the coffee interests of the United States and the interests of Brazil, at a meeting held in New York a few weeks ago.

Realizing the importance of the promotion of the consumption of coffee in the United States, a society composed of the coffee planters of Sao Paulo and representing a large majority of the total number of coffee trees in Brazil, arranged with the Brazilian Government to have a uniform tax of 2½ cents collected on every bag of coffee for export, the fund so raised to be used for advertising coffee in the United States. The Brazilian planters agreed to furnish $300,000 a year for a period of four years. The Brazilian Government will collect the tax. In addition the coffee interests of the United States have promised to contribute $200,000. A fund of a million dollars is thus assured for coffee publicity, the campaign extending over a period of four years.

The publicity campaign itself will be started as soon as the necessary preliminaries can be performed. These will include a thorough physiological research to determine just where coffee stands as an element in the diet of the American people, and a thorough commercial research to determine the best possible means of advancing the sale of coffee through the various branches of trade and ultimately to the consumer. This research work will consume some weeks and perhaps several months. Upon its conclusion the findings will immediately be put into a soul-stirring campaign of publicity to make the American public more intelligent as to the importance of coffee on their daily menu.

As the campaign progresses, all branches of the coffee trade will be asked to co-operate in ways, which it is declared, cannot fail to add to the success of the campaign. Publicity will doubtless appear in newspapers, magazines, trade journals and in many other forms, intending to reach the ultimate goal of inducing the consumer to understand coffee better and to use it more regularly.

* * *

CARDBOARD CARTONS REPLACING TIN CANS

The shortage and consequent high cost of tin plate has become so serious that manufacturers of jam, marmalades, etc., will be forced to use glass or cardboard containers for their products exclusively. Cardboard has already replaced tin and lead foil in packing tea, baking powders, coffee and other dry products and satisfactory cardboard containers have also been evolved for packing jams.

A United States trade representative in England reports the extensive use of cardboard containers in packing army jam, the output at present being more than 3,000,000 containers weekly. The bulk of these are of 2-pound size, but a proportion are of 1-pound and 5-pound sizes.

A further great saving of tin plate is anticipated by the use of a large cardboard box of specially prepared material for packing biscuits and dried vegetables, the use of which is expected to save at least 100 tons of steel for every 1,000 tons of biscuits packed.

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SASKATOON MERCHANTS APPROVE WITHDRAWAL OF TRAVELLERS

The Retail Merchants Association of Saskatoon has adopted a resolution impressing upon manufacturers and wholesalers the absolute necessity of further co-operation so as to meet the increased cost of distributing merchandise. The great saving that would result if manufacturers and commission houses would withdraw all their travellers from the road was admitted in the course of the discussion, and the opinion was expressed that every effort at this critical time should be made to bring the products to the consumers to the kitchen at the smallest possible expense.

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Flight Lieut. W. Hartley Robinson, well known in Canadian advertising and publishing circles through his connection with The Canadian Motorist prior to enlistment, was killed in action on the Italian front on May 2.

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B. B. BRAMBLE BECOMES SALES MANAGER OF THE CANADIAN CHEWING GUM COMPANY

It is announced that commencing June 3rd, Mr. B. H. Bramble will be Sales Manager of the Canadian Chewing Gum Company Ltd., Toronto, manufacturers of Chiclets, Tutti Frutti, Black Jack, California Fruit and other well-advertised Adams brands of chewing gum.

Mr. Bramble has become widely known in Canadian advertising circles through his work as advertising manager of the Goodyear Tire & Rubber Co., of Canada, which position he has so capably filled during the past five years. All who have come in contact with him hold him in very high regard, as having rare good judgment and executive ability. Probably no other Canadian advertising manager is more highly spoken of by those having business dealings with him.

He has been a Director of the Association of Canadian Advertisers Inc., since its organization nearly four years ago, and happens to be the fourth of the Directors elected at the last A.C.A. annual meeting to change his business connection—the others being Geo. H. Campbell, J. F. Rhodes and E. Doremus.

In his new position Mr. Bramble will have wider scope for the exercise of his abilities. The Canadian Chewing Gum Co. is the Canadian end of the American Chicle Co., the largest manufacturers of chewing gum in the world. They are among the most extensive advertisers in the Canadian field, and are at present enjoying a considerable expansion of business. He will carry with him the good wishes of many friends.

OTTAWA, the Dominion Capital. Population (Lydiatt's estimate 113,344) Official 1911 Census, 87,062. English-speaking, 60,000, French, 27,062, Everywoman's World Ottawa circulation 1964, or 1 to every 6 English-speaking homes.

The Capital Power

IN Canada, EVERYWOMAN'S WORLD is the capital selling and merchandising power, even as Ottawa is the seat of Dominion Government power.

EVERYWOMAN'S WORLD

Canada's Great Home Magazine

Canada's dominant magazine, delivers selling power in Canada relatively equal to *a net home circulation* of 2,300,000 in the United States.

In Canada's 40 leading buying centres, served by Everywoman's Storekeepers (a complimentary retail store service) EVERYWOMAN'S WORLD is bought, is read, and is loved in an average of 1 in every 5.05 English-speaking homes. It delivers a tremendous selling power for its advertisers.

Leading advertisers of Canada and of the United States use EVERYWOMAN'S WORLD heavily; smaller advertisers use it too, because no other medium gives so much value for the money. In Canada EVERYWOMAN'S WORLD delivers the most of the best for the least money—just what you look for in buying materials—tested and proven absolutely.

Consult your agency. Note any issue and see the list of leading products advertised regularly in EVERYWOMAN'S WORLD.

— *Send for the Facts* —

PRODUCTS REGULARLY ADVERTISED IN EVERYWOMAN'S WORLD

WOODBURY'S FACIAL SOAP
WILLYS-OVERLANDMOTORCARS
COLUMBIA GRAFONOLA
GOODYEAR TIRES
FIVE ROSES FLOUR BLUE JAY
PALMOLIVE SOAP
OLD DUTCH CLEANSER
CARNATION MILK
IVORY SOAP
ROYAL BAKING POWDER
LANTIC SUGAR QUAKER OATS
KODAKS FORD MOTORS
LUXITE HOSIERY
COWAN'S CHOCOLATE
MONARCH KNIT HOSIERY
McLAUGHLIN MOTOR CARS
2 IN 1 SHOE POLISH
FLORENCE OIL STOVES
McCLARY'S KOOTENAY RANGE
GOLD DUST FAIRY SOAP
LUX ROYAL VINOLIA
NEW EDISON PHONOGRAPH
NEOLIN SOLES
PURITY FLOUR
LIQUID VENEER
PURITY OATS
BIG BEN ALARMS
WRIGLEY'S SPEARMINT
SWIFT'S PREMIUM PRODUCTS
H. A. OLEOMARGARINE
WEAR-EVER ALUMINUM
BAKER'S COCOA
O'CEDAR POLISH
BRUNSWICK PHONOGRAPHS
BRISCOE MOTOR CARS
JUNKET WALTHAM WATCH
GILLETTE SAFETY RAZORS
WEAR-BETTER BOYS' CLOTHES
1900 WASHERS
SHULTZ PORTABLE GARAGES
CHEVROLET CARS
QUEEN QUALITY SILK GLOVES
CREX DE LUXE CARPETS
SAPOLIO
LOWE BROS. PAINTS
HEINTZMAN PIANOS
ONTARIO GOVERNMENT
BISSEL CARPET SWEEPER
C.P.R., I.C.R., G.T.R.
CANADA STEAMSHIPS
CLAXTON VIOLINS
McCORMICK'S BISCUITS
VIYELLA FLANNELS
RENNIE'S SEEDS
REGAL TABLE SALT
VASELINE
HORROCKSES NAINSOOKS
PEERLESS FENCES
KKOVAH CUSTARD
HYGIENOL POWDER PUFF
BENSON'S CORN STARCH
WINGFOOT HEELS
MILLER CHOIR GOWNS
FRENCH ORGANDIE
WRITING PAPER

CONTINENTAL PUBLISHING CO. LTD.

Toronto Montreal

CHICAGO LONDON, ENG. PHILADELPHIA

Publishers Everywoman's World, Canada's Great Home Magazine, Rural Canada, Canada's Great Farm Magazine, Everywoman's Needlecraft Companion, Canada's only Needlework Magazine, and Everywoman's Storekeepers for the Retail Trade.

CANADIAN FERTILIZER MAKERS CO-OPERATE IN EDUCATIONAL WORK

Sharing the responsibility and expense of creating a wider interest and enlarged demand for their product. Other industries which might co-operate to advantage.

SEVERAL Canadian fertilizer manufacturers have united to have conducted in their interests a campaign of education on soil fertility through an organization known as The Soil and Crop Improvement Bureau of the Canadian Fertilizer Association, under the direction of Henry G. Bell. The Bureau has offices in the Temple Building, Toronto, and carries on an advertising campaign in the farm press of Canada. In addition to this form of publicity, Mr. Bell gives lectures and demonstrations dealing with soil tillage, soil fertility, and seed improvement, and prepares and issues printed pamphlets, and gives advice in private letters.

Interviewed by "MARKETING" Mr. Bell said, "I promoted a similar bureau in the United States, and the success of that bureau led me to suggest it to the manufacturers and sellers of fertilizer in Canada. I was born in Canada, and am a graduate of the Ontario Agricultural College. In the United States I was at one time Professor of Agronomy at the University of Maine, and later Assistant Professor of Farm Crops at Iowa State College, and may fairly claim to have a wide and sound knowledge and experience in all matters pertaining to soil management and crop production. I am glad to get back to my native country, and believe that, in conjunction with the Canadian Fertilizer's Association, I can render a real and timely service to the cause of Canadian agriculture.

The Idea of Collective Selling Effort

"MARKETING" was interested in the work of the Bureau chiefly from the viewpoint of its being a method of selling. The Bureau is a concrete example of a plan of merchandising somewhat extensively followed in the United States, but as yet not very well developed or employed in Canada. At the same time collective advertising effort is not unknown in Canada, and is likely to flourish in the near future, since it is both rational and economical.

When a number of manufacturers of the same general class of product find that consumption is being halted because of a lack of appreciation of what they make, then each has a very considerable basic work of education to do, and it is considered a sensible thing for all to unite to carry on a campaign of education whose object is to stimulate demand for the class of product being advertised. Until this preliminary educational work is performed demand is likely to be only a fraction of what it should be, and so long as the demand and consumption are below what ought to be, each individual manufacturer's business is smaller than it can be and should be.

The Campaign of the Makers of Fertilizers

It is the makers and sellers of fertilizers in Canada who are illustrating best and most notably the rightness of collective selling effort. While each of the associated firms retains its own identity and independence, its object is a common one, namely, the larger employment of fertilizers by Canadian agriculturists and horticulturists. The first thing to aim at and accomplish is the increased use of fertilizer as an aid to greater production. Brands of fertilizers are of little interest to a farmer or user so long as he is a non-consumer of fertilizer.

One of the advertisements in the farm papers, a part of the educational work carried on by the Bureau. This brings correspondence and inquiries for literature, with results which are indirectly of benefit to members of the Association.

Recognizing this, the fertilizer makers were attentive to the proposal put before them by Mr. Bell, and they were all men of sufficiently large calibre to subordinate private and petty considerations to the large objective—the enlargement of demand as a consequence of education. So the Soil and Crop Improvement Bureau was formed without much difficulty.

This Bureau, as has been already said, is carrying on an educational campaign in the farm press of Canada. It offers free advice to farmers concerning approved methods of building up and maintaining soil fertility and the producing of maximum crops. The Bureau has nothing to sell. It asks no fees or remuneration for its service from any farmer or correspondent. Its function is purely advisory. It gives a man definite information concerning the right kind or type of fertilizer to use for certain crops, for different classes of soil, and different districts. It may even provide formulas. As a matter of fact the Soil and Crop Improvement Bureau works harmoniously in conjunction with the Departments of Agriculture and the agricultural colleges. It also has intimate relations with railroads (their land departments), with farm papers (their editors), and with farmers' associations.

The Bureau invites correspondence in its advertisements, and the director states that the number of those communicating with the Bureau is increasing, and that the satisfaction expressed with the service provided is generously expressed. When replying to correspondents, the director states definitely that the Bureau has nothing to sell, but should a farmer desire to buy fertilizer, he can obtain his requirement from any one of the several firms listed on an enclosed leaflet. There is no attempt to influence, urge or direct the correspondent in favor of any particular manufacturer. The buying of fertilizer from any firm, or the buying of it at all, is left entirely to the volition of the correspondent. Nor are the names of correspondents communicated to the various firms maintaining the Bureau. Mr. Bell, the director, recognizes that the permanency and best service of the Bureau, and its good name are dependent on its being above suspicion as a sort of 'tout' organization, or as a commercial institution, And he has succeeded in persuading those maintaining the Bureau as to the soundness of his views.

At the same time there is no effort made to conceal the affiliation of the Bureau with the Canadian Fertilizer Association. This relationship is clearly indicated and stated on the stationery of the Bureau, and on its printed matter.

The Soil and Crop Improvement Bureau of the Canadian Fertilizer Association takes a much broader view of its functions than simply to advocate the use of fertilizers. It realizes that as better farming is done, more fertilizers will be used. The success of farming depends upon other factors than simply the supply of plant food either in the soil or added to it. For instance, crop yields are influenced by drainage conditions, sweetness of the soil, thoroughness of tillage, maintenance of organic matter through growing legumes in crop rotation, fullest and best use of stock manure, judicious and abundant use of fertilizers and use of high-grade seed. Fertilizers are urged in their proper place. The Canadian Fertilizer Industry realizes the largest use of its wares will result when they are used to best satisfaction of the farmer and when farming methods are most improved. This is the platform with which the Bureau goes to the various lines of activity, having to do with farming in this country. This is the message of its literature, lectures and other activities.

In addition to farm press advertising the Bureau produces pamphlets similar in size and character to the bulletins issued by our governments. These pamphlets are specific in their nature. For example, one pamphlet bears the title: "How to Increase Crop Yields; another, "Plant Food for Gardens, Lawns, and Flower Beds."

The press advertising is in the hands of the Toronto office of McConnell & Fergusson.

Other Co-operative Selling Campaigns in Canada

It is interesting to indicate how the collective idea as applied to selling is, has been, and may be carried on in Canada.

The fruit growers of the Niagara peninsula have been united in a joint advertising campaign. This campaign has never reached any considerable dimensions, yet it has justified itself. One hopes that the fruit growers of Canada may ultimately join together to create favor and demand for Canadian fruit—this in the domestic market and in foreign markets. They have encouragement from the remarkable successes which have attended similar collective selling efforts of the fruit growers of California, Florida and Porto Rico.

The newspapers of Canada have carried on joint advertising campaigns. The dailies have used "Printers' Ink" and the "Literary Digest," and the weeklies were joined together some years ago in the production of a small organ known as "Town and Country Field." The magazines have an association, and have been carrying on some joint publicity or other forms of selling endeavor. Some years ago the religious press of Canada subscribed a sum of money to have prepared a series of advertisements for publication in the individual papers constituting the religious press, but the idea was never well sold to the men representing the religious press, and the joint effort had an early collapse. The farm press of Canada have an association and have been on the verge of united publicity action more than once, but for one cause and another they have never really attempted anything in the way of collective publicity.

The life insurance companies in Canada have been nursing the idea and proposal of a joint advertising campaign for three years or more, and the only hindrance in the way of a collective publicity campaign is agreement on the proportion of the fund which each shall pay. Copy has been prepared and definite proposals submitted by more than one advertising agency, but suspicions aud jealousies among the companies, and the refusal of some companies to identify themselves with the campaign, have held up the plans, which are likely to mature into action soon or late.

The four wall paper manufacturers have been very close to a joint campaign designed to stimulate the Canadian public to "paper up"—to use more paper and to renew the decoration of walls with greater frequency. This campaign has had encouragement given to it by a campaign being carried on in the United States by the associated wall paper manufacturers of that country.

Winnipeg Free Press

Report to Audit Bureau of Circulation

For the Six Months ending March 31, 1918

	Morning	Evening	Total
Total City Circulation	**9596**	**28824**	**38220**
" Suburban "	**173**	**862**	**1035**
" Country "	**17897**	**19002**	**36899**
" Bulk Sales	**622**	**31**	**653**
Total Net Paid Circulation	**28288**	**48519**	**76807**

Subject to verification by A.B.C. Audit

A complete analysis of our circulation with all essential details will be furnished to applicants as soon as issued by the Audit Bureau of Circulation.

If you wish a copy write direct or communicate with any of the following representatives.

EDGAR J. GUY,
302 Royal Bank Building,
Toronto, Ontario.

HENRY DeCLERQUE,
800 Maller Building,
Chicago, Ill.

HENRY DeCLERQUE,
1 West 34th St.
New York, N.Y.

Manitoba Free Press Co., Limited

ARE YOU WATCHING **WINDSOR** and Border Cities Grow?

Population Now 40,000

The Windsor Record

Only Canadian Daily Within Fifty Miles

Circulation, April, 1918, 10,350

RATES (Plate)

Under 1,000 lines - -	3½	Over 5,000 lines - -	2½
Over 1,000 " - -	2¾	" 10,000 " - -	2¼

JOHN A. McKAY, Publisher

The Canadian Home Journal

Member A.B.C.

FOR fourteen years the Canadian Home Journal has been a leader of thought among Canadian women. A fearless speaker on vital questions, advertising and editorial columns clean, wholesome and truthful, and in every way a Magazine worthy of Canadian womanhood.

Distinctly Canadian in its appeal, and with contents of the highest character—both editorial and advertising—the Canadian Home Journal proves a highly desirable aid to advertisers in reaching the best class of Canadian Homes.

CANADIAN HOME JOURNAL
71 RICHMOND STREET W. TORONTO

Whiting Special Agency, 373 Fourth Ave., New York

It has been suggested that the furniture manufacturers of Canada should unite to carry on in the public press an educational campaigning to encourage the larger consumption of good furniture in Canada. There are upwards of thirty furniture manufacturing firms in Canada—almost all of them in Ontario, and if each firm would subscribe $1,000 a year to an advertising fund, it would provide $30,000 yearly. If such a campaign be begun, it should be planned for at least three years, since it is practically certain that its influence would not begin to be effective, as expressed in the form of demand or enlarged consumption, for at least a year, and it would be quite two years before the returns to the manufacturers would be visible and substantial. In the meantime demand is dependent entirely on the needs of the public. If the public were taught to appreciate furniture, and quality and style in furniture, and if it were suggested to them that furniture ought to be renewed periodically—before it wears out—then the response would be sufficiently large to return more than the cost of the campaign to each contributing manufacturer in the form of net profits on increased sales.

From time to time one hears that the lumber producers of Canada may enter on a campaign to increase the consumption of lumber—this to offset in some measure the competition of brick-cement and steel as building materials for structural purposes.

The paint manufacturers of Canada could very well unite to have carried on a joint campaign to accomplish their common objects, in addition to their individual campaigns to create demand for specified brands. Much of the propaganda work being done by paint manufacturers is designed to encourage more persons to use paint. A joint campaign in the farm press, for example, to cause farmers to paint their implements and buildings with greater frequency, as a form of conservation, would be just common sense.

The book publishers of Canada have at times united to carry on a joint campaign to increase the purchase of books by the general public, but they have never gone very far with this good idea—perhaps because there has been no good salesman to promote the idea.

Real estate dealers in Canadian cities could very well unite to carry on a joint campaign to promote their objects, but it will take a long time to get this idea across in any large measure.

In Toronto, some years ago the retail grocers joined together in a brief advertising campaign, but the enterprise collapsed in due course, because it did not rest on any secure foundation.

The musical instrument makers and dealers of Canada have an association formed for the purpose of stimulating an appreciation of music, as a preliminary of enlarging demand. The idea is fine, and one hopes that it will not be allowed to die. The effort of the bureau has been directed to having prepared a good deal of interesting material relating to music as a subject and to musicians, and this material has been supplied to publishers gratis to assist them in the development of local advertising.

Thus it will be seen that the collective idea of advertising and selling effort has taken hold to some extent in Canada and that it has possibilities.

Selling A Service

By Edward Dreier

IF I were selling canned goods I'd make my sales by showing the grocer how he could make more sales to his customers. My interest would not be to get his orders, but to move the goods from his shelf. I'd help him with his ads.—help him make more displays— do everything to help make his business better. His orders would come to me in proportion to the service I rendered him.

I am no star as a salesman. I don't think that the folks who pay my salary consider me as one. Yet in the past couple of months a few clients have given me over $12,000.00 in printing orders.

If I was told that Jones & Co. wanted a catalog and I was to go and get the order for printing, I'd fail. But if I was told that Jones & Co. wanted help in getting out their catalog I feel reasonably sure I could persuade them to entrust the work to my firm. The business would then be on a different basis. I would have something to offer besides labor and material. I would be able to offer plans and suggestions as to how they could make their book better fit their needs. It might be by getting out other advertising matter or showing how their dealers could make more sales. I might, with my outside view point, see changes in the copy, cuts or layout. The type expert might want to change the headings to make the pages more effective. I'd have *Ideas* to offer.

Many advertising men used to come to me and ask, "Are you planning to getting out any printed matter this year?"—or, "How much are you going to spend in advertising? Will you give me a chance to figure on it?"

They wanted to figure on *my* ideas. I resented it—and I didn't know why until one day along came a man who had a well worked out plan to increase our business. He had studied it from another angle.

Then I knew why I always resented men asking if they could "figure on my advertising." They wanted me to *give* them something. This man brought me *something I could buy* Incidentally—I bought.

So to-day, I never go to a client without an idea.

And to get ideas I have to study each client's business as if it were my own. I can talk to him about his business and he likes it. I find this kind of advertising service the most interesting profession in the world.

A man can sink himself into it so that he forgets everything but the interest of his client. During the past few weeks I have run across a few advertising men here who are working along lines similar to mine. They all are successful and their clients swear by them. I have talked with the representatives of many businesses and the successful ones are selling the *Service* of their firms—not merely the manufactured product.

I used to think that the best salesman was a man who could *talk* his prospect into giving him an order. To-day I've changed my mind. The best salesmanship is high-class service rendered by a firm to its clients.

They Pledge Themselves to Push the Advertised Brand

Ottawa Retailers Sign Unique Selling Creed

Through the Service Department of The Ottawa Journal Dailies the general advertiser may secure the co-operation of Ottawa's best retail merchants.

Two hundred and seven of them have joined in signing The Journal's "Creed on Newspaper Advertised goods." This is a pledge to give preferred attention to articles advertised in The Journal Dailies by way of display in windows and stores, and by recommendation of clerks.

This "Creed" is printed in full in the remarkable book on Ottawa published by The Journal Dailies. It is full of information on the Ottawa newspaper field and The Journal Service Department. "Marketing" says "all advertisers should read it for light on their marketing problems." There's a copy for you, if you're a general advertiser. Just write for it.

The Ottawa Farm Journal completes The Journal family of newspapers. It has more rural circulation in Eastern Ontario than any other publication. Write for its book "The Great Central Dairy Belt."

The Journal Dailies have solved the "Service" problem, and this has helped them to their position as the Dominating Mediums of their field.

The Journal Dailies

Member A. B. C. Ottawa, Canada

Toronto Branch Office; J. B. Rathbone, Manager, 95 King St. East.
New York; Chas. H. Eddy Co., Fifth Avenue Building.
Chicago; Chas. H. Eddy Co., Peoples' Gas Bldg.
Boston; Chas. H. Eddy Co., Old South Bldg.

EXPERIENCE is an important factor in advertising success. One thing I have learned thoroughly —to make poster advertising profitable. This "advertising agency" prepares and handles outdoor advertising exclusively. For the services of specialists write

A. R. KENT

Outdoor Advertising
Everywhere in Canada

Kent Building
TORONTO

Proposed Business Congress at Canadian Exhibitions

Suggestion Made that Merchandising, as well as Merchandise, be made an Educational Feature of Canada's Industrial Fairs.

AN interesting suggestion is made by the editor of the Clothier & Haberdasher, Toronto, in the May issue of that periodical. It is that provision should be made in the programs of our Fall Fairs for a Conference or Series of Lectures on merchandising subjects for the instruction of retailers, clerks, salesmen and other whose efficiency is so important to the well-being of the country.

"The actions of some of the larger stores in Canada and the United States in instituting courses of instruction for their salespeople" the proposal argues, "has focused attention on the haphazard and inefficient methods of doing business prevalent in a class of work where inefficiency exacts a very severe penalty. The records of business failures and the testimony of credit men indicates that among the merchants themselves a wider knowledge of modern business practice is a vital necessity.

The modern retail store is a machine that, to be successfully operated, requires considerable technical knowledge on the part of the store executives, and that, to be operated a maximum efficiency, or anything approaching maximum efficiency, requires some technical knowledge from the entire staff of employees. The big difficulty is that the means of obtaining this technical knowledge do not exist except in the case of the very largest stores, and the size and resources of these stores have alone made it possible for them to impart this knowledge to their employees.

Where Technical Training is Provided

For almost every other class of work technical training is provided either by means of special schools or courses of apprenticeship, and these latter are sometimes supplemented by courses of instruction in technical schools. What are classed as the "professions" have their special schools and designated terms of apprenticeship for those who wish to engage in them. The farmer has agricultural colleges and travelling specialists to instruct him in the most modern methods of work. Work that comes under the classification of "trades" has also its technical schools and specified terms of apprenticeship for the learner, and even housework—cooking and kitchen economy is taught in schools under local government direction, and available to all who wish to take advantage of them.

But for the merchant and store-worker there are no such educational facilities provided. Anything that has been done has been very spasmodic—the result of action undertaken by the merchants themselves, and lacking in the continuity and clear-cut direction of purpose that educational work should have. That this educational work is a necessity of the moment is admitted. How to provide it is a problem that is worthy of serious consideration.

What Has Been Done

In February of this year the University of Manitoba gave a short course for retail merchants in co-operation with the Retail Merchants' Association of that province. Such subjects as "Organizing a Country Retail Store," "Store System and Retail Accounting," "What Merchandise to Carry—Markets—Customers," "Window Dressing and Show Card Writing," Turnover—Figuring Profits— Perpetual Inventory," "The Art of Selling—Training Retail Salespeople" and "Cash—Credit—Collections—The Future of Your Trade" were discussed by experts in meetings attended by more than 200 retail merchants. In fact this first Business Congress conducted by the University of Manitoba was considered so successful that it will likely be repeated. This same idea has been carried out by several universities in the United States, where the conventions of different branches of Retailers' Associations have been utilized to promote educational work among those who attend. The big disadvantage of both these plans is that they are limited to the merchants, and also the difficulty of getting the people who will get the most good from the educational courses to attend them.

What is needed is educational work suited to the needs of both merchants and their clerks, and made available to the greatest possible number. The ideal way is to bring the instruction to the people by having instructors in individual stores, but this is impossible, except for the very largest stores. But when this cannot be done it is possible to bring the people to the instruction, providing advantage is taken of some occasion when big crowds of people are assembled and when inducements are offered to people to visit some central place.

The Facilities are Already There

We believe that the Industrial Fairs held in various parts of Canada provide this occasion. These Fairs were originally almost purely agricultural, and in some districts they are still so, but in others the exhibits of manufactured products have eclipsed the farm products in importance, and the manufacturers' building is the one that gets the big crowds and excites the most interest. The majority of those who attend these Fairs are the residents of the cities in which they are held and residents of other towns, and of these merchants and their clerks are a good percentage. The merchants are interested in exhibits of the goods they sell and look for new ideas in merchandise.

Now, a Fair is largely an educational institution. Its mission is to bring a country's or district's products together, to educate people as to what the products are, and to stimulate better methods of production. Prizes are offered for the best showing of different products, and instruction is given in improved methods in some lines of work.

See the connection? The merchandising of goods is of equal importance with their manufacture, and of those who attend Fairs people interested in merchandising are a good percentage. Could not the Fairs provide for these patrons something of vital interest and value? A series of talks, for instance, from men qualified to speak on merchandising subjects, a building in which these talks could be given, and where free discussion of merchandising subjects could be indulged in by those who attend and facilities provided for merchants and their clerks to attend.

Some Practical Ideas

A course of lectures or instruction such as proposed could be made very practical, and it is to be noted that something along these lines has already been done and has proven very successful. In some towns in the Southern States they have what are known as Trade Weeks—weeks during which special showings of goods are made by local wholesalers and retailers, and entertainment features are provided to attract people to the town. Educational courses are now given at some of these Trade Weeks under the auspices of the local merchants' associations, and they have been very successful.

The Fairs in Canada provide equal, or even better, facilities. They have permanent buildings, portions of which could be given over at certain hours

THE POSSESSOR OF A SAVINGS ACCOUNT IS INSURED AGAINST HUMILIATION.

THE man with a few ready dollars in his savings account is at all times protected against the humiliation of having to ask his cautious friends to loan him sufficient to meet a small pressing debt

Five and ten cents saved from this or that daily incidental expense soon amounts to a dollar, and a dollar at a time builds up a savings account that will be a secure source of independence and competency

¶ Thrift is now the urgent necessity of the day Always advisable as a measure of self protection it is now a national obligation Its practice is a measure of good citizenship Set aside an extra dollar today towards your savings account and watch your savings grow

EVERYMAN'S SAVINGS BANK.

BRANCH OFFICES EVERYWHERE

The "New and Different" Style of Bank Advertising referred to on next page. What do you think of it?

for this purpose. They attract a large crowd many of whom are interested in merchandising subjects, and there are a great many more who would attend the Fairs for this purpose alone. They would provide something new, interesting and of value to a large class of patrons who now have nothing of special interest to them at the Fairs, and they would be providing a big public service.

The proposal has been favorably received by the management of the Canadian National Exhibition in Toronto, and it is likely that a committee will be appointed to develop it further. There could be no doubt of its success if organizations like the Credit Men's Association, Retail Merchants Association, Advertising Clubs, and even the Canadian Manufacturers Association would get behind it, as it would seem in their interest to do.

Home Bank Features Advertising

The April issue of The Home Bank Monthly, published in the interests of the staff of the Home Bank of Canada, was dedicated to "Advertising." In a "Foreword" the editor remarks: "Advertising men in Canada and the United States are critical of the general run of bank advertising, but we believe this issue of "The Monthly" presents the first example of a finished advertisement in a new and different style. While this "Special Number" does not contain any expression of opinion from any banker on the subject, it is not here out of place to enter a defence against the charge that bankers are indifferent in their attitude toward advertising. The expenses for advertising are featured in the financial statement every business customer submits to his banker, and he therefor knows that no business has ever been wrecked by advertising, while many declining businesses have been revived by judicious advertising."

It would perhaps have been better to have qualified the statement that "no business has ever been wrecked by advertising" by including the word "judicious."

The specimen advertisement, "the first in a new and different style" is reproduced herewith, and invites the comments of all students of advertising. It may be new and different for Canada or to some who have not followed bank advertising during the past fifteen years, though banks in the United States have run similar "unconventional" copy as long as fourteen years ago, if not earlier, as our library shows.

The several articles in this "Special Advertising Number" with one exception, strangely do not deal with bank advertising, as would be expected, but with "Advertising That Hurt Canada," "Suffering and Inconvenience Endured in Sixteenth Century Owing to Need of Some System of Advertising," and "Psychology of Advertising" which does not discuss psychology at all, and "Analyzing a Typical Ad" being comment on a typical Home Bank advertisement.

The issue seems to lack point and purpose, and shows a too-common tendency among house-organ editors to go outside one's own business for "something to interest" one's readers.

READER-INTEREST

Letters from subscribers to Canadian Farm indicate a strong point of contact between editor and farmer, the first essential in a publication worth while.

"Our copy came yesterday and needless to say that each one of the family will be watching to be the first to get hold of next week's copy when it comes. Canadian Farm is as good as the best. We do not think it could be improved on.

"We are very much pleased with your paper. I have taken it for five or six years and would miss it very much if we had to do without it now.

"The Canadian Farm is one of the best papers for a farmer that I have ever read in my fourteen years of Western farm life.

"Have been taking your paper about three years and think you have one of the best farm papers printed.

"Your extra Market Report is a decided success as it gives prevailing prices in a most concrete form. Your Journal too, as an advertising medium is quite the best for RESULTS.

"I must say I am much pleased with the Canadian Farm and Market Issue, they are of real value to me.

"I like your extra Market Edition as by it we get the full week market quotations.

"I would like to give you a word of appreciation and encouragement. I thing your efforts to give us a good all round farm paper are being realized admirably. Your Market Issue will fill a long felt want. I find the Canadian Farm interesting as well as profitable.

"We are pleased to receive your Market Issue, also pleased to note you are taking such interest in the welfare of the Canadian farmer, to which I think there is so much need, especially at this time.

"Canadian Farm, comes twice a week to my desk. I consider it one of the best, if not the best, and most progressive Agricultural Journal published in Canada and that for this reason I have recommended it to several.

"Find enclosed renewal of my subscription to Canadian Farm "The Most valuable farm paper published in Canada."

"Kindly send me the issue of March 27th, 1918, as mine somehow went astray and I do not like to miss a single issue, some single issues have been worth as much to me as a whole years subscription.

Canadian Farm

IS STRONGEST WHERE THE MARKET IS BEST:

17,183 of its 24,722 net paid circulation is in the Province of Ontario.

44% of this in Ontario's ten leading counties in Live Stock and Dairy Products.

33½ in Ontario's ten leading counties in Dairy Products only.

41% in Ontario's ten leading counties in Wheat grown.

For the benefit of advertisers seeking facts about the Canadian farmer and his purchasing power, Canadian Farm has prepared a booklet entitled:

An Intensive Study of the Farm Markets of Ontario

A request for a copy will place you under no obligation to Canadian Farm or other farm journals which may benefit by a more widespread and accurate knowledge of this productive field.

CANADIAN FARM, SIMCOE ST., TORONTO

Please send me without obligation copy of your booklet entitled:

"An intensive study of the Farm Markets of Ontario"

Name

Address

HIGHEST GRADE

ELECTROS

AND

STEREOS

PROMPT and EFFICIENT SERVICE

Rapid Electrotype Co. of Canada, Limited

MONTREAL TORONTO LONDON WINDSOR

Marketing
and Business Management

is the representative and only Independent Journal of Canadian Advertising

All interested in Canadian trade and advertising development and progress should

SUBSCRIBE NOW

London Advertising Club Elects Officers

Closes Season with Ladies Night, with GEO. W. HOPKINS as Speaker.

THE Importance of Little Things in Business" was the subject of an address delivered at the London Advertising Club dinner at the Tecumseh House, London, last month by George W. Hopkins, general sales manager of the Columbia Graphophone Company, New York.

"Business," declared Mr. Hopkins in opening his address "is to us the most serious war raging, because unless we keep it up to the mark, who and what is going to back up the boys at the front. There is no reason for slackness ; we must get on our fighting clothes while the boys are away. Men are being made and broken quicker to-day than we ever knew before, and it is only the man who has more than an ordinary grip and finds the remedy who will strike the up grade."

Mr. Hopkins, who is sales manager of the Columbia Graphophone Company, referring to the fact that one of the heads of the firm is a lieutenant in the U.S.A. navy, quoted him as saying : "It is the doing of the little things by each member of the crew each day that keeps the battleship the splendid fighting machine that it is intended to be."

Interchanging Ideas

Discussing the value of the interchange of ideas, Mr. Hopkins warned his hearers against confining the discussion to men in the same line of business, and asserted that ideas may be obtained from methods used in other businesses that may be with thought adopted to the individual business.

There are twelve general divisions into which merchandise falls, said Mr. Hopkins, and it is up to the live business man to decide which provides the best argument for his particular article. The divisions are color, size, style, value, durability, tone, taste, odor, appearance, economy and power, and by concentrating along one of these divisions success is obtained and the resistance of the buyer is reduced.

Dealing with the divisions individually the speaker in clear-cut, trenchant manner drove home the point of each in telling manner, coating as it were each detail with a homeopathic covering of illustrative incident.

The importance of color in the making or unmaking of sales was illustrated by a story of the detrimental effect a green package had on a certain make of candy, because of the association by the buyers of the green color with the stories of green-colored arsenic-coated wall papers. The value of light colors for wrapping, because of their tendency to give the package the appearance of greater size and the importance of color schemes on neutral colored packages and in magazine advertising were noted.

Now, the placing of a round article in a square package aids in its sale, was illustrated by the story of a biscuit popular with housewives, because of its dainty octagonal shape. The square packet in which the biscuit is sold gives the impression of quantity, while the taking off of the corners added to the profits of the biscuit maker.

Style, said the speaker, calls for the ability to anticipate, and I pity the man who has to figure out the coming styles of ladies' hats, he must be able to anticipate the trend of ladies' fancy at least a season ahead. The popularity of brown mahogany furniture ; of Hawaiian music and the Ukelele ; of the Jaz music, which appeals to everyone to dance, and of the pocket in the night shirt or pyjamas, were quoted as ideas in style that had been appreciated by the public.

The importance in the matter of value of a comparison with the leader in the particular article was impressed on his hearers by Mr. Hopkins. If it is a low price article, then quantity tells ; if high, then quality is called for.

The psychology of durability, tone, taste, odor, appearance, economy and power, and the effect on the buyer was intensively dealt with by the speaker.

Dealing with the manufacturers' relationship to the merchant, Mr. Hopkins pointed out that the manufacturer was too close to his own goods to get the point of view of the buyer, yet to be successful it was necessary that he get that point of view. This feature of success in business he also applied to the merchant and the retailer, and the retailer and the clerks.

Value of Little Things.

As illustrative of the importance of little things in business life, Mr. Hopkins pointed to the $15,000,000 Woolworth building erected out of the profits made from the sale of 5 and 10-cent articles. He then discussed at length the importance and psychology of display in the store and in the window, especially in its relationship to the incidental and essential articles. The necessity of frequent change in the arrangements in the interior of the store and its relationship to the customer was also reviewed with piquant little word pictures, illustrative of what to do and what not to do.

The importance and value of time provided the speaker with his closing message. "You cannot beg, borrow or steal a minute of time, and what you do with your time determines your success or failure in business."

The meeting and dinner was the final session before suspending for the summer.

In the absence of Mr. J. J. Foot, the newly-elected president of the "Ad" Club, Mr. W. G. Rook, Canadian Vice-President of the Associated Advertising Clubs of the World, presided.

The event was marked by the attendance of a large number of ladies, and was known as ladies' night.

Prior to the introduction of the speaker of the evening, the following officers and members of the executive committee were elected for the year 1918-1919 :

Past President—T. P. Elliot, Smallman & Ingram.
President—J. J. Foot, McClary Manufacturing Company.
First Vice-President—W. J. Ashplant, Hubert Ashplant & Sons.
Second Vice-President—T. B. Parkinson, Aetna Life Insurance Company.
Secretary—T. H. Yull, Federal Advertising Agency.
Treasurer—G. L. Spry, Canada Trust Company.

EXECUTIVE COMMITTEE

C. Frank Adams, Advertiser; R. M. Burns, Catholic Record; John Cottam, Birdland Society; E. S. Crawford, Heintzman Piano Company; R. H. Dowler, R. H. & J. Dowler; J. B. Hay, Hay's Stationery; Jos. Hickey, Grafton & Co.; Norman Keene, Ontario Furniture Company; H. B. Muir, Free Press; George Peters, confectioner; Gordon Philip, city industrial commissioner; H. A. Sabine, H. A. Sabine & Co.; J. B. Smith, Free Press; A. E. Silverwood, Silverwoods, Limited; T. E. Walsh, Advertiser; W. N. Humphries, A. Talbot & Co.; E. V. Buchanan, public utilities commission; D. McEachern, Huron and Erie Mortgage Corporation.

Mr. T. H. Yull was selected as delegate to the 14th annual convention of the Associated Advertising Clubs of the World, to be held at San Francisco from July 7 to 11.

IRISH LINEN MANUFACTURERS TO ADVERTISE IN CANADA

News comes from England that the Irish trade has planned an extensive advertising campaign to cover the United States and Canada in the near future, calling for an expenditure of approximately $150,000 a year for three years. Further particulars are being secured for publication in a later issue of MARKETING.

The regular semi-annual meeting of the Association of National Advertisers is to be held in Chicago on June 5th, 6th and 7th, closing with a joint dinner with the Audit Bureau of Circulations on the night of the 7th. The members of the A. B. C. hold their annual meeting on the 7th and 8th, also in Chicago.

One of Canada's leading publishers passed away on May 31st in the person of John Ross Robertson, proprietor of the Toronto *Evening Telegram*.

Farm and Ranch Review, Calgary, have a new Advertising Manager in person of C. M. McLennan. Mr. Alex. Stewart formerly in that position is now with the Grain Growers Guide, Winnipeg,

O. D. Austin, formerly Advertising Manager of the Medicine Hat News is now with the Edmonton Bulletin. J. MacLaren, Business Manager Edmonton Journal has resigned and gone to Vancouver to live. A unique dinner was tendered Mr. MacLaren before he left in that twelve newspaper men at one side of the table sat opposite twelve leading merchants on the other, who testified to the assistance Mr. MacLaren is engaged in putting on special editions for newspapers and is now working on one for the Vancouver World.

Ottawa

has 21 Federal Government Buildings, valued at $24,675,000, giving employment to about 13,000 persons, and distributing annually over $13,000,000 through payrolls—a PERMANENT ASSET TO OTTAWA which no other city in Canada enjoys, and one that is in no wise jeopardized by whatever unfavorable conditions may arise and prevail in other cities and districts.

Ottawa is the wholesale, retail, and jobbing centre for eastern Ontario.

The CITIZEN

Ottawa's Foremost Newspaper

OTTAWA, - CANADA

Member A.B.C.

ASSOCIATED ADVERTISING CLUBS OF THE WORLD

Talk them over with other business men, whose problems are much like yours. Come, help advertising help win the war. Meet with other alert men at

San Francisco
JULY 7 to 11

Every Business Man is invited to attend this convention of advertising men. The Government calls for co-operation. Come. For information, please address:

P. S. FLOREA, Exec. Mgr.
Merchants Bank Bldg.
Indianapolis, Ind.

Include a Subscription to

Marketing and Business Management

with your order for the new 1918

LYDIATT'S BOOK

What's What in Canadian Advertising

Now ready See page 2

Ask the Commercial Traveller

Who regularly visits Kitchener and Waterloo, and he will tell you this is the busiest, liveliest, most hustling community in Canada.

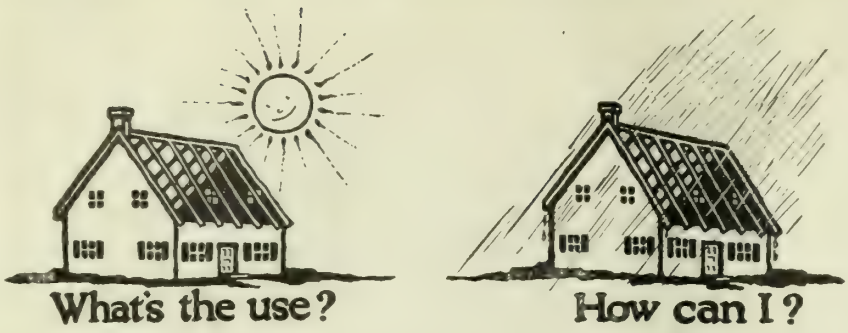
CUSTOMS RETURNS - MERCANTILE
TRANSACTIONS - MANUFACTURING
OUTPUTS - CLEARING HOUSE FIGURES

SHOW THAT

THE NEWS RECORD

(Member A. B. C.)

Circulates where the buying power of readers is at a maximum. Its News Record circulation is Ninety Four (94) per cent. "home" delivered by its own carriers.



WHEN the "Arkansas Traveler" asked his host why he didn't mend his roof, the reply, though made over a half a century ago, is typical of many manufacturers to-day--"I can't fix the roof when it rains, and when the sun's out what's the use?"

Many manufacturers say to-day, "Business is booming, factory working nights. Why advertise for orders that I could not fill?"

It is the same manufacturers who remark, when times are not so good, "Business is slack; we are cutting down expenses; can't spend any money for advertising."

The wise man recognizes neither good times nor bad, so far as his advertising is concerned. He feels no "hard times." Business is either good or better.

He would as soon think of letting his fire insurance lapse in hard times as he would his advertising. For his advertising is only incidentally to get immediate orders.

It is business insurance to build reputation, to create demand, which to the progressive manufacturer is just as important as supply. That is why demand for advertised articles continues through hard times when the business of unadvertised products is slack.

You are making money to-day. Invest some of it now in business insurance for the future.

All the time is the best time to advertise, but if there is one obviously necessary time, it is now.

The Butterick Publishing Company

One of the Largest Publishing Houses in Canada

TORONTO

Publishing
The
CANADIAN
BUTTERICK
QUARTERLIES

Manager
Advertising
53 Yonge St.
Toronto

War Topics Feature San Francisco Convention A.A.C. of W.

High representatives of all the prominent Allied nations will divide honours at the war convention of the Associated Advertising Clubs, to be held in San Francisco, July 7 to 11.

When Secretary Franklin K. Lane, of the Department of the Interior, delivers a war message from official Washington at the great inspirational meeting July 7, the distinctive war tinge will be given the convention, and war topics will predominate through all the sessions until, on July 11, following the close of the convention, a $50,000 war exposition will be opened under the auspices of the Associated Advertising Clubs.

The war exposition, inaugurated with a patriotic pageant, will be under the direction of the Committee on Public Information, and will be conducted as part of the Government plan to advertise the war to America. From 5,000 to 10,000 American soldiers and sailors will take part, and exhibits and military contingents will be contributed by the Allied nations, including 1,400 war trophies captured from the Germans.

At the great "Voice of Victory" meeting of the Associated Advertising Clubs, Monday night, July 8, spokesmen will be present for Britain and Canada, Earl Reading or Maj.-Gen. Bridges; for France, Stephane Lauzanne, editor of LeMatin; for Belgium, Italy, Japan and China.

"Carrying on" with the war idea, general sessions will be given to "War Fundamentals—Funds, Fuel, Food," to "Saving the Nation and Business," to "Business Behind the Trenches," and to "Advertising the War to America." Spokesmen for the Government will be there with interpretative messages defining war policies. The United States Division of Advertising will have a session of its own. Big business executives will discuss business problems of the war emergency.

The following partial program has been announced:—

SUNDAY, JULY 7, 3.00 P.M.

Inspirational Meeting in the great Civic Auditorium.

Addresses of welcome by Governor William D. Stephens, of California, Mayor James Rolph, Jr., of San Francisco, etc.

Address by Hon. Franklin K. Lane, Secretary of Interior.

MONDAY, JULY 8, 10.00 A.M.

General Session in Civic Auditorium. Convention Opened with Annual Address, William C. D'Arcy, President, Associated Advertising Clubs of the World.

Entire meeting in charge of Division of Advertising of the United States Committee on Public Information.

Program arranged by William H. Johns, Chairman of the Division of Advertising, and George Creel, Chairman of the United States Committee on Public Information, who will make an address.

CANADIAN MAGAZINES
An Important Factor in Canadian Campaigns

If you are under the impression that Canada has no magazines of importance;

Or, if you think a magazine's circulation *must* run into hundreds of thousands to make it worth consideration;

Or, if you have been told that "you must use newspapers" to reach the Canadian market thoroughly;

Or, if your knowledge of the advertising situation in Canada is based on conditions of a few years ago:

Then it is time to revise your judgment.

No longer can it be said, "there is not enough magazine circulation in Canada to carry on an effective national campaign."

No longer can it be argued that "in Canada you *must* use the newspapers."

Consider these Facts

Canada is to-day a country of magazine readers to an even greater extent than the United States, the home of the modern magazine.

The total volume of desirable magazine circulation in Canada, in proportion to the population, is equal to, if not greater, than is usually employed to "cover the United States."

Canadian magazines regularly carry the advertising of more reputable national advertisers than any other mediums in Canada.

The volume of Canadian magazine circulation available to-day is more than double that of three or four years ago.

The volume of national advertising carried in Canadian magazines equals that of the most successful American magazines. Only eleven of all the United States magazines carried an equal lineage in April 1918 issues, for example (see Printers' Ink tabulation).

Newspapers in Canada are no different in character, effect or value to national advertisers than in the United States. Their influence as a marketing factor does not extend beyond their immediate localities—as many advertisers who have tried substituting newspapers for magazines have learned.

The volume and influence of the Canadian circulation of American magazines shows a steady decline.

Strength of Canadian Magazines

Canadian magazines are as strong in relation to their field as the strongest group of American magazines in *their* field.

This means that they cover their country's population even more thoroughly than do most magazines in the United States.

The 50,000 to 100,000 circulation of a Canadian magazine is relatively as strong as a circulation of 1,000,000 to 2,000,000 in the United States.

Because the field of Canadian magazines is practically limited to the 5,000,000 English speaking people in Canada—or approximately one-twentieth the field open to magazines in the United States.

In other words, the 390,000 circulation of Canada's leading magazines covers Canada as thoroughly as a total magazine circulation of 7,800,000 covers the United States.

Make up your group of American magazines to total 7,800,000 circulation, and you will include *practically all of the leaders.*

Consider the relative strength of magazines in the two countries in the light of this comparison.

Here is a list of well known and generally patronized United States magazines, with their circulation (in round figures) in a country of 100,000,000 people.

In a parallel column is shown the proportion of 5,000,000 population which these magazines reach—a graphic illustration of the proportions of their circulation if published for Canada's 5,000,000 English-speaking people.

WEEKLIES	Total Circulation	Proportion to 5,000,000 population
Collier's Weekly	1,000,000	50,000
Life	140,000	7,000
Literary Digest	600,000	30,000
Outlook	110,000	5,500
Saturday Evening Post	1,900,000	95,000
FAMILY MONTHLIES		
American Magazine	850,000	42,500
Cosmopolitan	1,000,000	50,000
Everybody's	500,000	25,000
McClure's	500,000	25,000
Metropolitan	420,000	21,000
Red Book	580,000	29,000
Review of Reviews	220,000	11,000
Scribner's	100,000	5,000
World's Work	130,000	6,500
WOMEN'S MAGAZINES		
Butterick Fashion Quarterlies	600,000	30,000
Butterick Trio	1,500,000	75,000
Good Housekeeping	450,000	22,500
Ladies' Home Journal	1,600,000	80,000
McCall's Magazine	1,300,000	65,000
Mother's Magazine	600,000	30,000
Pictorial Review	1,250,000	62,500
Woman's Home Companion	1,135,000	56,750

Now, for the sake of comparison, note the circulations of the leading Canadian magazines and in a parallel column the proportions of their circulation in relation to a field with 100,000,000 population.

GENERAL MAGAZINES	Total Circulation	Proportion to 100,000,000 population
Canadian Courier	55,000	1,100,000
MacLean's Magazine	60,000	1,200,000
World Wide	10,000	200,000
WOMEN'S MAGAZINES		
Canadian Fashion Quarterlies	80,000	1,600,000
Canadian Home Journal	30,000	600,000
Everywoman's World	115,000	2,300,000
Western Home Monthly	40,000	800,000

Obviously, when considered from this fair and common-sense standpoint, each of these Canadian magazines covers the Canadian field *even more thoroughly* than the leading American magazines cover the United States.

Newspapers Not a Satisfactory Substitute

A great deal has been said in past years about the necessity of using daily newspapers to cover Canada thoroughly.

This is no more logical than that they are necessary in order to cover the United States field thoroughly.

As shown by the above comparison, daily papers are no more necessary in Canada, from a national advertising standpoint, than they are in the United States.

It is a mistake to believe that newspapers in Canada have any different characteristics than in the United States. They are not a satisfactory substitute for magazines. Their influence is no different, their value no greater, their use no more necessary in Canada than in the United States.

Those who have relied on Canadian newspapers to accomplish results similar to what are secured through a strong group of magazines, national in character, have been disappointed. The out-of-town circulations which are relied on to cover a wide territory are found to be of little if any value in furthering the advertiser's purpose.

The Decline of American Magazines

It is worth noting that the circulation and influence of American magazines in Canada shows a steady decline.

This means that Canadians are taking a greater interest in things Canadian.

It also means that many American magazine publishers have at last learned that Canadian circulation is of little or no advantage to them—and it is, therefore, no longer sought in any volume.

Canadian circulation is not valuable to the American publisher because it is not profitable to him, and not of sufficient value to his advertisers.

In fact, many American advertisers whose goods are sold in Canada would prefer to have their advertisements left out of copies of American magazines coming into Canada.

It is no advantage to many advertisers that so many people in Canada should be constantly reminded of the fact that their product costs so much less in the United States than it does in Canada—a handicap imposed by the circulation of his American advertisements in Canada.

It is not an advantage to the American advertiser whose goods are sold in Canada to have his advertisements reach the Canadian market in mediums which carry advertisements of so many articles not readily obtainable in Canada.

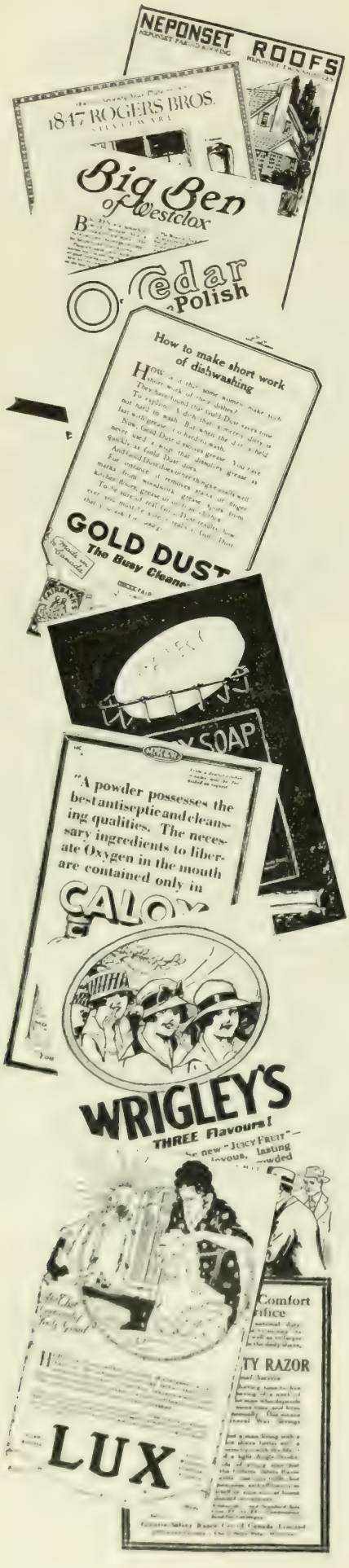
This does not mean that the Canadian circulation of American magazines is entirely without value to the advertiser who wishes to introduce his goods to the Canadian market. But it does mean that the volume of Canadian circulation which he gets through American magazines *is not as effective as a similar amount of circulation in his own country.*

Nor is it adequate.

It needs to be supplemented by similar advertising in *magazines* which are *purely Canadian in character*

His advertising in Canadian magazines will lend the needed Canadian national appeal, lacking in advertising which reaches the Canadian public through American magazines, and will prominently identify the goods as being generally on sale in Canada.

A complete campaign in Canadian magazines, plus the Canadian circulation of American magazines carrying his advertising, gives the United States advertiser national publicity in the Canadian market which cannot be equalled at anywhere near the cost through any other group of mediums.



Canadian Magazines Now A Favored National Medium

Magazine advertising now forms the basis of all advertising effort for a large number of advertisers in the Canadian market. This advertising is sometimes supplemented by advertising in local mediums—newspapers, street cars and bill boards, in important centres.

Practically all the best known national advertisers are regular users of space in Canadian magazines.

In fact, Canadian magazines regularly carry the announcements of more national advertisers than do any other mediums. Some nationally known products which are advertised to the Canadian public through Canadian magazines are indicated in these pages. Many more could be shown.

More and more advertisers are coming to realize that the advertising situation in Canada has changed with the growing strength and influence of nationally distributed periodicals, purely Canadian in character and circulation.

More and more national advertisers are realizing that Canadian magazines are the logical medium to give national effect to their publicity.

More and more advertisers are realizing that Canadian magazines have reached a position of importance which demands their consideration and appreciation.

No longer is the national advertiser limited to the use of local mediums. No longer is the national advertiser handicapped by inability to secure sufficient Canadian magazine circulation to assure him an adequate amount of the highest type of publicity in Canadian homes.

Get This Data

A most complete analysis of the circulation of Canadian magazines has been prepared, showing the distribution of their circulation through all the provinces of Canada.

Also figures showing the cost of a campaign in Canadian magazines.

This data should be secured by all who are interested in the Canadian market, in order that the changed advertising situation in Canada may be clearly understood. Secure it now from your advertising agent or any of the Canadian magazines listed above.

* * *

This advertisement is published by the Canadian Association of Magazine Publishers, for the information of advertisers interested in the Canadian field.

The reproduced advertisements are a few of many appearing in current Canadian magazines. Few American magazines make as representative a showing. Magazines are an increasingly important factor in the Canadian advertising of practically all national advertisers—some of whom use magazines in Canada exclusively.

MONDAY, JULY 8, 2.00 to 5.00 P.M.

Department Sessions and Conferences in the Civic Auditorium.

MONDAY, JULY 8, 8.00 P.M.

Great Patriotic Meeting in the Civic Auditorium.

Subject: "The Voice of Victory."

Addresses by official representatives from England, Canada, France, Belgium, Italy, China and Japan.

TUESDAY, JULY 9, 10.00 A.M.

General Session in the Civic Auditorium.

Subject: "War Fundamentals—Funds, Fuel and Food."

Interpretative messages from the United States Treasury Department, United States Fuel Administration and United States Food Administration.

TUESDAY, JULY 9, 2.00 to 5.00 P.M.

Department Sessions and Conferences in the Civic Auditorium.

TUESDAY, JULY 9, 8.00 P.M.

Complimentary Dinner tendered by San Francisco Advertising Club to advertising club presidents sitting as the Nominating Board.

WEDNESDAY, JULY 10, 10.00 A.M.

General Session in the Civic Auditorium.

Subject: "Saving the Nation and Business."

Address by Gerrit Fort, of the United States Railway Administration.

Address by Carl Vrooman, Assistant Secretary, U. S. Department of Agriculture.

Address by Merle Sidener, Chairman, National Vigilance Committee of the Associated Advertising Clubs of the World.

WEDNESDAY, JULY 10, 2.00 to 5.00 P.M.

General Session in the Civic Auditorium.

Subject: "Business Back of the Trenches."

Address by Earl D. Babst, President, American Sugar Refining Company.

Subject: "The Part Sugar Has Taken in the War."

Address by Charles M. Schwab, President, Bethlehem Steel Company, and President, U.S. Emergency Fleet Corporation, U.S. Shipping Board.

Address by Truman A. De Weese, Advertising Manager, The Shredded Wheat Company, Niagara Falls, N.Y. and Oakland, Cal.

Subject: "Changes in the Buying Habits of the Consumer Due to the War."

Address by Herbert S. Houston, Former President of the Associated Advertising Clubs of the World, Member Executive Committee of the League to Enforce Peace.

Subject: "Economic Pressure to Prevent Future Wars."

Addresses by other big business executives.

THURSDAY, JULY 11, 10.00 A.M.

General Session devoted to Association matters—Educational Work, Club Extension, etc.

THURSDAY, JULY 11, 2.00 P.M.

Election of Officers and Adjournment.

ABOVE-BOARD CIRCULATION

Publications listed below merit special consideration because their circulation records are subject to regular and rigorous examination by the Audit Bureau of Circulations. Present day advertisers want to know more than vague figures indicating volume of circulation. They want complete details, including facts indicating value. Bills for all other purchases are carefully checked to verify delivery; why not advertising bills similarly? The figures quoted below represent average circulation as may be verified by each publisher's latest report. A complete analysis, including all essential facts, is given in detail in complete A.B.C. Report which should be secured from publisher.

✣ DAILY NEWSPAPERS ✣

Calgary, Alta., HERALD (E) 23,926
The largest daily between Winnipeg and Pacific Coast. The Herald is the recognized advertising medium of the western prairie provinces. A big paper that expresses the progressive spirit of the Great Canadian West.

Edmonton, Alta., JOURNAL (E) 17,845
The one outstanding daily in Central and Northern Alberta.

Lethbridge, Alta., HERALD (E) 5,326
One daily in big prosperous farming district, one of best markets in west.

Brantford, Ont., EXPOSITOR (E) 8,125
In a city of 5,900 homes has a guaranteed local circulation of over 5,500.

Kingston, Ont., BRITISH WHIG (E) 5,859
Only A. B. C. paper in Kingston or district. A 2c. evening paper selling solely on its merits.

London, Ont., FREE PRESS (M. & E.) 41,666
Produces best results for most local, national, classified advertisers, provable.

Ottawa, Ont., CITIZEN (M. & E.) 29,640
Protects legitimate advertisers by refusing liquor and all medical advertising, etc.

Stratford, Ont., HERALD (E) 3,303
Only A.B.C. paper. Largest circulation, both total and local, and steadily gaining.

Sherbrooke, Que., RECORD (E) 10,447
Exclusively home Daily of 65,000 English people in Southern Quebec.

Moose Jaw, Sask., TIMES (E) 7,483
Largest circulation in its trading territory, Oldest, largest and best medium.

✣ MAGAZINES ✣

CANADIAN COURIER (Bi-W) Toronto 50,000
Now goes into one in ten English speaking urban homes in Canada.

CANADIAN HOME JOURNAL (M) Toronto 27,111
During 14 years has been building up a select clientele of loyal interested readers.

EVERYWOMAN'S WORLD (M) Toronto 119,149
The dominant selling medium in all cities, towns and villages throughout Canada.

AGRICULTURAL MEDIUMS

CANADIAN COUNTRYMAN (W) Toronto 37,767
Editorial weight. Large circulation. Record of results.

CANADIAN FARM (S.W.) Toronto 23,026
A farm paper for the producing farmers with the most complete market service in Canada

TRADE NEWSPAPERS

HARDWARE AND METAL (W) Toronto 3,529
Canada's National Hardware Weekly, published every Saturday since 1888, and receives highest subscription price of any Hardware Trade Paper in the World, because it gives real service. Subscribed to by practically every worth-while hardware buyer, wholesale and retail, in the Dominion.

CANADIAN GROCER (W) Toronto 6,025
Canada's authority on grocery markets and conditions for 31 years. Particulars on request.

if you want to know—

How to write letters that win
How to collect money by mail
How to pave the way for salesmen
How to use the mails for dealers
How to get up a mailing list
How to get mail-order results
How to organize direct-mail work
How to conduct a real follow-up

then you should be a *Mailbag* reader

THE MAILBAG is an independent journal, devoted exclusively to the furtherance of Direct-Mail advertising. It is edited by Tim Thrift, who for fourteen years has been closely identified with the development of Direct-Mail advertising. His experience has brought him in contact with hundreds of successful Direct-Mail campaigns — experiences which profit MAILBAG readers.

No magazine so completely covers the Direct-Mail field. Mr. Thrift's wide acquaintance in the field of advertising affords him excellent opportunity to gather inside stories of resultful campaigns — stories that otherwise would never have been told.

A single little pointer along the lines of any of the subjects named above may mean the difference between success or failure of a campaign. One single new idea may mean big dividends to you if you own the business, or an increase in salary if you work for someone else.

THE MAILBAG costs you a dollar a year, and if you're not satisfied that it's the biggest dollar's worth ever—just say so and you'll get your dollar back!

Pin a Dollar Bill to this advertisement

Mailbag Publishing Co., 1800 E. 40th St., Cleveland, O.

"Thinking in Terms of Bigger Sales" naturally suggests poster advertising

THESE are days when big powerful advertising is required if big results are to be secured. And posters reach everybody everywhere in a big way—telling your story every waking hour of the day, getting *action* from consumer and retailer both.

The current poster advertising campaign of the Canadian Chewing Gum Co. Ltd. is a good example.

Poster Advertising Association of Canada

W. W. SCANE, Secretary, CHATHAM

OFFICIAL REPRESENTATIVES

Wadsworth-Nathanson Co. - 501 C.P.R. Building, Toronto, Ont.
Canadian Poster Company - Lewis Building, Montreal, Que.
Harry Duker, Limited - - - - - Vancouver, B.C.
A. R. Kent - - - - - 304 Kent Building, Toronto, Ont.
London Bill Posting Agency - - - - - - London, Ont.
The Lindsay-Walker Co., Limited - - - Winnipeg, Man.
E. L. Ruddy Co. - 11 Wellington St. East, Toronto, Ont.

OFFICIAL MILITARY AND NAVAL EXPOSITION

Immediately following adjournment of the Convention, a War Exposition, to continue two weeks, will be opened in the civic centre of San Francisco. This Exposition will be staged by the United States Committee on Public Information at an expense of over $50,000. It will be opened by a monster Military and Naval Parade, participated in by several thousand men from all branches of the services.

This Exposition will comprise:—

Demonstrations of activities of all Departments of the Army and Navy.

Trench fighting; trenches on extended scale built by Lieutenant Shaw of the Canadian Expeditionary Forces, just returned from France.

Sham Battle Spectacles.

Exhibit of Captured German Trophies, including 1,400 exhibits, 4,000 war posters, a German Submarine and 6 Airplanes.

Review of the survivors of the famous Princess Pat Regiment of Canada.

Concerts of Massed Bands by Lieutenant John Philip Sousa, U.S. Navy.

Demonstration of rehabilitation of wounded soldiers through vocational training to restore them as wage-earners.

In short:—

Every phase of war activity will be demonstrated by the employment of every type of war machine and equipment—from trench mortars to aeroplanes.

PRESS ASSOCIATION MEETS JUNE 13th and 14th

The Sixtieth Annual Meeting (it might fittingly be called the Golden Jubilee) of the Canadian Press Association will be held in the King Edward Hotel, Toronto, on Thursday and Friday, June 13 and 14, opening with a general session on the morning of the 13th, followed by meetings of the various sections during Thursday afternoon and Friday morning, and closing with a general session on Friday afternoon. There will be an evening session on the 13th, which is termed "Editorial Night," at which there will be special addresses by prominent speakers.

A feature of this year's meeting will be special conferences in connection with the various sectional meetings with representatives of the Canadian Association of Advertising Agents looking toward improved relations and greater co-operation in the promotion of business. A record attendance is expected.

Thos. Gowan, formerly editor and manager of the Fort Frances, Ont. *Times* has been appointed Assistant Manager of the C. P. A.

Wm. E. Smith who has represented several Western dailies in Toronto terrritory for a couple of years past has left for Winnipeg to become advertising manager of the *Tribune*. The Calgary *Albertan* and Winnipeg *Tribune* will hereafter be represented in Toronto by F. W. Thompson, Mail Building.

The Sydney, N.S. Post has applied for membership in the Audit Bureau of Circulations.

Let Us Make Your Candy Boxes

We are well-equipped to make plain or fancy candy boxes in any required style or quantity.

A number of concerns formerly making their own boxes have lately found it an advantage to rely on us to keep them supplied.

May we show you what we can do for you?

TELEPHONE, TELEGRAPH OR WRITE

RUDD PAPER BOX CO.

LIMITED

372-374-376 RICHMOND ST. WEST

TORONTO

A National Obligation

$55,000,000 went up in fire last year in the Dominion of Canada—physical loss only in the form of buildings, industrial plants, etc. The intangible loss, the value of the priceless records and documents that went up with this appalling material forfeit—records that, once gone, are gone forever—is beyond all computation.

Records are Irreplaceable

Physical property can be restored to its original condition can even be improved upon. But the vital records—records which a business life-time has built up—records which form the foundation of your business—upon which your business is built and *grows*, cannot, in case of loss, be retrieved.

Records Worth Keeping are Worth Protecting

You put time, effort and thought into the preparation of business records—you employ a staff to keep them up—you place a high money value on them. Is it logical then, is it good business to leave them unprotected—liable to total extinction, you know not when.

A Record Safe Means Protection

What an insurance policy is to your buildings and physical property, a Record Safe is to the intangible assets of your business—your records and business documents. And it has this additional salutary feature: that though physical property may be wiped out, entirely, a Record Safe protects and guarantees the safety of those records that are always considered as constituting a "going concern."

Fire Protection an Immediate—a Vital Question

The question of protection against loss—both of your physical property and the intangible assets of your business—but the latter more importantly so—is a vital one now, when waste of any kind is a public dereliction—adequate protection is in short, nothing less than a national obligation.

Delay May Bring Serious Consequences

Consider well this question. Then take immediate steps to provide the protection that the value of your business records and documents warrants. Any "Office Specialty" representative will be glad to tell you about the new fire resisting Record Safe—explain the double wall dead-air space feature, tell you the advantages of the light but essentially solid construction—and show you how a combination of filing units to contain your various records may be stacked in "Office Specialty" Record Safes.

THE OFFICE SPECIALTY MFG. CO., LIMITED

Home Office NEWMARKET Canada

Filing Equipment Stores also at:

Montreal Ottawa Halifax Hamilton Winnipeg
Regina Edmonton Vancouver

Illustration shows "Office Specialty" fire resisting Record Safe with stack of filing sections for various kinds of records. Roller shelves at bottom accommodate account books, ledgers, etc.

OFFICE SPECIALTY

LABOR SAVING OFFICE DEVICES — "Y and E" — TIME IS MONEY

FILING SYSTEMS

Marketing
and Business Management

Edited by
W.A. Lydiatt

Keep Down Production Costs

How it is Being Done in War Time

The manufacturer who is facing increases in the cost of both labour and raw materials, to say nothing of the shortage of help, must find means to keep down production costs. Future prosperity, if not continued business life itself, depends on finding such means.

Greater efficiency will partly answer the problem—new and better, hence cheaper, methods. But the really effective solution is **Increased Output**—wider markets, or more intensive sales in existing markets, or both.

Production costs decrease with increased output in the face of increased costs of labour and raw material. And the key to increased output is judicious and properly handled advertising in the press.

We are always glad to assist in the planning of advertising. Perhaps we could help you. Write us.

A. McKIM, LIMITED

Advertising Agency

MONTREAL TORONTO WINNIPEG LONDON, ENG.

PUBLISHED AT TORONTO, CANADA

20 Cents a Copy

JULY 1918

$2.00 a year

"Contains no Alum"

THANKS to the general publicity it has enjoyed, the above phrase is perhaps as well known to housewives, at any rate, and is quite as significant in its application as that equally expressive injunction "Safety First."

When the E. W. Gillett Company, Limited first entrusted us with their advertising back in 1904, their total expenditure for sales promotion was relatively small. As time, however, continued to demonstrate the soundness and strength of the Company's advertising policy, the yearly amount set aside for the purpose has increased until now the total annual appropriation exceeds by more than ten times the original amount—a fact which speaks for itself.

The test of an advertising agency is guaged by what it is able to do for its clients. Whatever success we have had with the Gillett account is attributable not to luck, but to an intimate knowledge of the market backed by ability and determination to produce the kind of advertising most likely to appeal to that market. In effect, the substantial results elicited have been due for the most part to a combination of product and reasoning which have "contained no alum."

If you have a good commodity, the sale of which you desire to greatly increase, and are looking for advertising help of a high character, we would welcome your inquiry.

NORRIS-PATTERSON LIMITED

Advertising Agency

MAIL BUILDING

TORONTO

Overworked Retailers Haven't Time to Push Anyone's Goods

RETAIL dealers are hard worked these days. They know the meaning of Theodore Roosevelt's term, "The strenuous life."

Their staffs have been depleted by enlistments. New hands are scarce and those that dealers do manage to get are inexperienced and require constant supervision.

It has been stated that it takes 10 years to learn the hardware business, and certainly several years to learn the grocery, jewelry or dry goods business. Experienced clerks cannot be replaced overnight. And when gents' furnishers have had to put in lady clerks it shows to what lengths retailers are driven.

Certainly, dealers have no time to single out and push any particular lines. What chance, for example, has a product of any one manufacturer got to secure the attention of an overworked grocer among the 800 lines the average grocer carries in stock?

To make certain your product is being brought to the attention of the public these busy days it must be advertised—and well advertised.

Give information about its fine points—its big selling features. Make the advertising strong, because it needs to be strong to overcome the inexperienced salesmanship of new clerks. Bright, forceful, virile publicity was never so necessary as to-day.

We were never better equipped to give you strong publicity. Will you give us the opportunity of showing you the class of advertising we are doing for our clients, who are among the foremost manufacturers in Canada?

McConnell & Fergusson

Advertising Agency

London, Toronto, Winnipeg, Montreal

"The Agency that Advertises"

CANADIAN MAGAZINES

The NATIONAL Medium

TO gain a strong national effect for your advertising you must use publications having national interest and circulation.

Magazines offer the only medium which is national *both* in the scope of its circulation and in the character of its appeal.

Magazines are read as dealing with subjects of national and more than casual interest—newspapers as restricted to subjects having a local and passing interest.

The distinction is important for many national advertisers. Because the medium through which an advertiser's message reaches the public is an important factor in determining the effect which that message will have upon the public's mind.

The local character of the newspaper denies the general advertiser that prestige which goes with a nation-wide advertising appeal.

Advertisements in local newspapers are not recognized as of interest to the nation generally—as when the same advertisement is seen in magazines known to circulate all over the country.

THE DEALER INFLUENCE OF MAGAZINE ADVERTISING

IT is this fact which gives magazine advertising added importance in the minds of retailers. Consumers get many of their ideas as to what is desirable, not from the news reports or local magazine pages of the newspapers, but from magazines which they read assiduously in order to keep in touch with what is worn, done and discussed in the world outside their local circles.

The field of newspapers is in these local circles; the field of magazines is outside the local circle—and because of this very fact they carry the prestige of national importance in influencing the thought and preferences of the average individual.

This distinction between the impression value contributed to the advertising by the medium in which it appears, is strikingly illustrated in the experience of many advertisers who have found it necessary to create at artificial element of timeliness or local appeal in their newspaper copy by arranging a special "Week" during which retailers were asked to feature their line, in order to make their newspaper advertising effective and profitable.

But not all national advertisers are able to devise such factors of timeliness, and the newspaper advertiser whose copy is not strong in news, immediate or local interest, works under a serious handicap because such interests dominate this medium. Subjects not of immediate interest or importance, whether in text or advertisement, must suffer through the hurry with which people scan newspapers to grasp "what's new to-day."

Magazines have a longer life, consequently offer more opportunities for their advertisements being seen and read. They are read with more leisure and deliberation—in periods when the reader's mind is not eagerly scanning headlines for the day's news nor crowded with items of the moment's excitement. Thus magazines offer a better chance for advertising copy which reasons and argues, copy which does not deal with matters of such immediate importance from the reader's standpoint, as that which characterizes the local newspaper.

OTHER MEDIUMS CANNOT PROVIDE SAME SERVICE AS ECONOMICALLY

THESE facts argue the distinctive characteristics of magazines as an advertising medium. They go to prove that the newspaper cannot displace the magazine in importance or value to general advertisers to any greater extent than the magazine can displace the newspaper in importance or value to local advertisers.

Mere volume or distribution of circulation is not the determining factor. More important is the attitude of mind of the reader at the time the advertisement seeks his attention.

A combination of local mediums, while it may provide circulation in every part of Canada, does not provide national circulation in the sense that magazines do. Publicity in local mediums lacks the strength gained through its appearance in publications which are recognized as national in their appeal and circulation.

This explains why the majority of large national advertisers rely on magazines for their national advertising, supplementing it where desirable with local advertising in local mediums.

Canadian magazines regularly carry the copy of more national advertisers than do any other mediums—many of them using magazines exclusively.

More and more national advertisers are realizing that Canadian magazines are the logical medium to give national effect to their publicity.

The circulation of Canadian magazines has grown to such an extent that they now reach a substantial percentage of the homes in every trading centre.

Figures are being compiled showing the number of homes reached by Canadian magazines in the various "buying zones" in Canada.

If you are interested in learning the extent to which Canadian magazines can serve you in establishing and maintaining a demand for your goods in these "buying zones" we would like to send you this information, which may be secured from any of the following magazines or from any recognized advertising agency.

CANADIAN ASSOCIATION OF MAGAZINE PUBLISHERS

Everywoman's World, Toronto
Canadian Courier, Toronto Maclean's Magazine, Toronto
Canadian Home Journal, Toronto
World Wide, Montreal Western Home Monthly, Winnipeg
Canadian Fashion Quarterlies, Toronto

CANADIAN
COURIER

Big New Page Size

FOR MacLEAN'S MAGAZINE and FARMERS' MAGAZINE

BEGINNING with the issues for January, 1919, these two magazines will have a new page size. The page size for both magazines will be 700 lines.

The present size of the type page in MACLEAN'S MAGAZINE and FARMERS' MAGAZINE is 420 lines—3 cols. x 10 in. The new size will have a type page measuring 4 cols. x 12½ in.

Higher Guaranteed Circulations

for both Magazines

NOT only will the page size of these two magazines be increased, but their guaranteed circulations (A.B.C basis) will be greater. The guaranteed circulation of MACLEAN'S is even now raised from 40,000 copies to 50,000; and the guaranteed circulation of FARMERS' MAGAZINE has been raised from 20,000 to 30,000 for 1919.

MacLean's Magazine

THIS magazine is growing stronger steadily, editorially, in the volume of business carried, and in circulation. The very finest world writers are sending their contributions to MACLEAN'S—this to get to the best element of the Canadian Public—a frank recognition of the importance of MACLEAN'S as "Canada's National Magazine."

The increase in the volume of business carried is perceived by a comparison of 1918 figures with those of 1917 for the same months.—2922 lines increase for February, 1117 for March, 1640 for April, 3433 for May, 4810 for June. MACLEAN'S carries almost as much business as do *The American*, *Cosmopolitan*, *Everybody's*

The circulation policy of MACLEAN'S is to give 25% more than the A.B.C. guarantee. For the first half of 1918 we guaranteed 40,000, and gave 50,000-60,000. For the last half of 1918, we guarantee 50,000 A.B.C. basis, but will give 60,000-65,000 and expect to reach 70,000. 65,000 circulation in Canada is equal to 1,300,000 in the United States, when English-speaking populations are taken into account. No American magazine of the class of MACLEAN'S has so large a circulation in its field as has MACLEAN'S in its field.

Summing it up: "Canada's National Magazine" has come to be "some magazine"—a national influence and a medium of power from an advertising point of view. List it for Autumn and 1919 business.

Farmers' Magazine

THE distinction of FARMERS' MAGAZINE is that it is giving to its readers the best stuff that money can buy. The contributors to FARMERS' are always top-liners. John Clay, head of the big Chicago live stock firm of Clay, Robinson & Company, and James E. Poole, the leading live stock authority of America are examples of the type of contributors FARMERS' goes after and gets. The aim is to serve the very best class of Canadian farmers—those of leadership in every department of farming.

Circulation guarantee will be 30,000 for 1919—A.B.C. basis—an increase of 50% over the guarantee for 1918. This shows health. The best methods of getting circulation are used—no premiums or discounts.

FARMERS' MAGAZINE is issued semi-monthly—1st and 15th. Color copy (3-color process plates) can be accepted; also 2-color process plates. Cover positions carry color copy—96 cover positions in the year. Stock used is a heavy-weight supercalendared.

New rates go into effect with the first issue of 1919.

The present exceptional prosperity of the Canadian farmer is a sound reason for soliciting his business. He is improving farm, buildings, stock and home during these times of opportunity, and is responsive to advertising.

Send for specimen copy and current and new rates.

100,000 CIRCULATION FOR 1919

LIST both MACLEAN'S MAGAZINE and FARMERS' MAGAZINE for 1919. Their combined circulations will be 100,000 the equivalent of 2,000,000 in the United States when English-speaking populations are considered. Keep in mind the big new page size for 1919.

The MacLean Publishing Company, Limited - - Toronto, Canada

Also at Montreal, Winnipeg, New York, Chicago, Boston, and London, England

MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO DOLLARS A YEAR

The Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor

Vol. XII, No. 5 TORONTO, CANADA JULY, 1918

HOW SHALL WE ADVERTISE THE NEXT VICTORY LOAN

Some suggestions, together with a review of Liberty Loan policies, plans and copy, that may prove helpful to the Publicity Committee for the forth coming Victory Loan.

MANY of the shortcomings, inefficiencies and extravagances of last year's Victory Loan Campaign will doubtless be provided against in this year's plans, now that we have experience to draw from—our own experience, and also that of our American cousins in their three Liberty Loan Campaigns.

The mistakes of last year are not a proper subject for criticism, unless they are repeated. The haste with which the campaign was necessarily organized, the lack of experience in many directions, brought much waste and inefficiency in its wake. Much was done that cost too much—over $20,000, or 12½% of the appropriation, for typesetting and plates, for example—much was left undone which would have added to the effectiveness of the campaign.

One handicap we labored under lay in the fact that a large proportion of the advertising done was over the signature of the Government, so that the appeal was necessarily confined within rather conservative limits. The Government in its advertising probably did not feel free to go beyond the investment features of the Loan—a factor of relatively minor importance, according to American experience, in an appeal to an hundred times bigger public than is embraced in the bond-dealers' horizon.

In the hope that it will prove of service to all who may be engaged in planning the publicity and sales of the next Victory Loan MARKETING publishes in this issue a comprehensive review of the policies, plans, organization and copy employed in the recent Third Liberty Loan in the United States. For much of this information, and for copies of the posters and scores of newspaper advertisements, of which only representative ones are shown, we are indebted to Mr. Frank R. Wilson, Director of Publicity for the Treasury Department, Washington, to those in charge of publicity in several Federal Reserve Districts, and to published accounts of the work done.

From a consideration of our last year's experience, coupled with that across the border, occur the following suggestions which seem worthy of careful consideration:—

1. That an Advertising Committee be appointed, made up of representative Canadian advertisers, with large experience in the buying and direction of advertising, two or three bond dealers representing the Finance Minister, and possibly a representative of the Advertising Agents' Association. To this Committee should be given the responsibility of planning and directing all advertising. Certainly no other body of citizens is more capable of understanding the requirements, of securing the utmost in co-operation in every direction, directing all details with every possible economy and effectiveness.

The serivces of leading advertisers

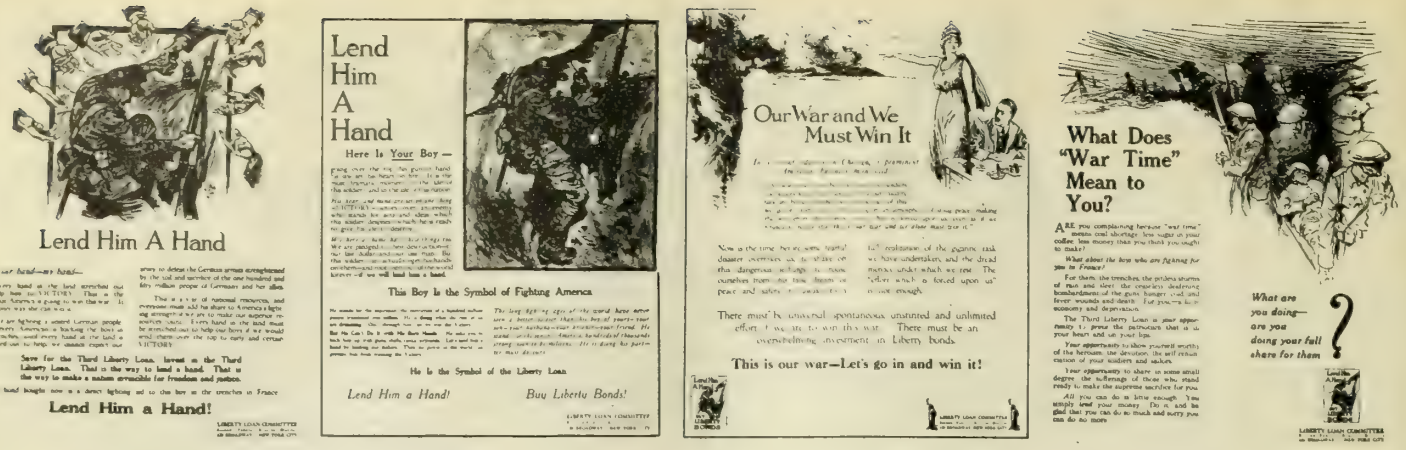
This "Lend a Hand" illustration appeared prominently in all the publicity of the Eastern District, small reproductions of it appearing in nearly every advertisement.

are available to the Government in this connection, without compensation, as suggested in the March number of MARKETING.

2. All advertising in periodicals should, under the direction of this Advertising Committee, be prepared and placed by the publishers' advertising agents on the customary commercial basis—not subject to any surcharge for the services of such agents, as was the arrangement last year. Now that the Canadian Press Association has formally rescinded its resolution of a year ago calling for such a surcharge, it would be contrary to the expressed wishes of the majority of publishers to repeat such an arrangement. Nor is there any justification for it. The deliberate rescinding of this resolution means that publishers favor the handling of this advertising through their agents *on the customary commercial terms*, should the Government desire to use the agents' services. What is there then to justify any surcharge?

Poster, street car and other advertising should likewise be handled, under the Advertising Committee's direction, through the agents for such media, at usual commercial rates.

3. The Advertising Committee should also organize and supervise the voluntary advertising of individuals and firms desiring in this way to contribute to the success of the Loan. There should be more of this kind of advertising. Properly supervised, it permits copy appeals of a character much more generally effective than any copy which could be inserted on the authority of the Government. It is in such advertisements that we can get the required "punch" and emotionally patriotic appeal. In fact advertising of such a character might well constitute more than half of all the advertising done. We did not have enough of it last Fall, because we had only disconnected local efforts to promote it. The representation of advertisers on the Advertising Committee, working through sub-committees of advertisers


Lend Him A Hand
Lend Him A Hand
Here Is Your Boy—
This Boy Is the Symbol of Fighting America
He Is the Symbol of the Liberty Loan
Lend Him a Hand!
Buy Liberty Bonds!
Our War and We Must Win It
This is our war—Let's go in and win it!
What Does "War Time" Mean to You?
What are you doing—are you doing your full share for them

Some of the copy undertook to "Sell the War" to the people. A great many advertisements developed arguments along this line.

from Halifax to Vancouver, should insure the greatest measure of success to this important phase of the advertising programme.

Cold and unemotional copy, hampered by the conservative investment point of view, predominated last Fall. Probably this is necessary to any advertisements issued by the Government. But the same narrow restrictions do not apply to advertisements inserted over the signatures of private firms and individuals. We should have more illustrated appeals—more red-blooded, heart-stirring patriotic appeals—more straight-from-the-shoulder talk, within reasonable limitations, in our next campaign. We will need it.

4. To the publishers, possibly through the Canadian Press Association, should be given the responsibility of organizing and conducting the Press Bureau, to handle all news matter, feature articles and publicity other than paid display advertising. To realize fully the opportunities for furthering the success of the Loan in this direction alone would give the publishers all they can properly look after—and it falls within their proper sphere. This is a most essential part of the programme which no other citizens are so well equipped to handle and get the results which should be expected.

5. To the bond dealers, bankers and financial interests might well be left the responsibility of organizing the most efficient selling organization and in this work they might well seek the co-operation of the sales-directors of many large and successful commercial institutions. The sales-forces of Canadian business could be more effectively organized in this way.

Summed up, then, these suggestions are:—

1. That the co-operation of experienced advertisers be secured in planning and directing all advertising;
2. That all advertising be handled, under the direction of a special Advertising Committee, through customary commercial channels;
3. That we need more advertising having a strongly emotional appeal—which can best be secured through advertisers' co-operation, if properly organized;
4. That publishers organize to promote editorial publicity;
5. That bond dealers with the help of sales-managers, organize the selling or canvassing effort.

A study of the defects of our last campaign, and of the successful factors in the three Liberty Loan Campaigns, affords the strongest possible support to these recommendations.

Policy and Plans of the U.S. Administration

It has been the belief of the United States Government in advertising its Liberty Loans, Red Cross drives, Food Administration propaganda and all other affairs in which it sought to reach the public through publicity channels with its patriotic appeals, *that direct financial arrangements between the government and the press is not only undesirable, but extremely vicious.*

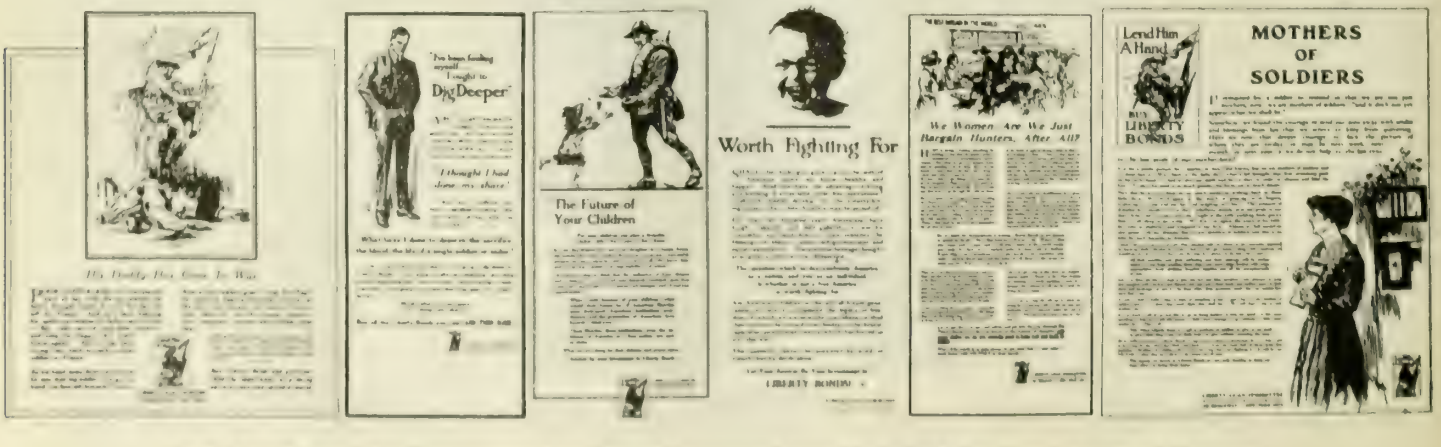
The U.S. government, on the other hand, has found it tremendously successful and to the great advantage of all concerned to put its war advertising on a patriotic basis strictly. All that the government has done in any of its campaigns was to supply the raw materials of advertising and publicity at cost. Their experience in the handling of Liberty Loan campaigns has been typical, so to get the picture of what has happened clearly before you we will take those campaigns as a model.

When the question of advertising Liberty Loans first came up, Secretary of the Treasury McAdoo settled the government's policy with regard to it by saying, in effect:—

"The government will not buy one penny's worth of advertising space either in newspapers, magazines, streetcars, billboards, movies nor anywhere else. It will appoint a Publicity Director who will be attached to the Treasury Department and will head the organization of publicity for the entire country.

"This director will organize a volunteer National Speakers' Bureau, a Poster Artists' Committee, and Advertising Agents' Committee, and any other committee it is from time to time deemed necessary to organize. All of these committees, and their sub-committees throughout the nation will work without compensation."

This organization was perfected and has been used with great success throughout all three loans, and will be used in the fourth loan this fall. Take the Artists' Committee. This Committee is made up of every artist



Most effective were those advertisements with a strong sentimental appeal, including a few directly addressed to women.

The Boy From Next Door
"You dig too— and dig deep"
Merely What You Can Spare Isn't Doing Your Share
Are You Going to Buy Liberty Bonds?
You Must Buy All the Liberty Bonds You Can—and THEN Some
It Is Only the Bonds You Can't Afford that Represent Real Sacrifice
Buy MORE Liberty Bonds Than You Can Afford
Borrow and Save to Pay for Them
OVERSUBSCRIBE YOUR OWN SHARE
A CONVERSATION
BETWEEN MR DOUBTFUL AND MR RIGHT
How Do Your Sacrifices Compare With These?
How Your Money Fights

"Dig Deep" and "How do your sacrifices compare with these?" is straight talk to the man who stayed home. Copy of this character was a strong feature of the campaign.

of note in the country. It is headed by Mr. Howard Chandler Christy. For the third Liberty Loan its members painted and submitted more than 400 poster designs of all kinds for the campaign. These were culled by a committee appointed by Secretary McAdoo and the twenty best selected. From these twenty the Secretary himself selected the nine which were to be used as the official posters in the campaign. Not one penny of compensation was paid to any of the artists, either for the paintings and drawings submitted or for the time and expense involved in putting the group of twenty before the Secretary for final selection.

Secretary McAdoo, after selecting the posters, went into the open market and bought at flat cost from the manufacturers all the paper, ink, plates and other materials needed for the making up of the posters. He then called for competitive bids from printers, not on a basis of so much profit but on the basis of equipment and facilities, turned the materials over to the right firms and got the posters printed. Then he had the proper number of posters distributed to the various District Liberty Loan Committees throughout the country, which in turn distributed them to the local committees. In the case of street-car cards in this group, they were distributed through the proper agency channels to the street-cars all over the country. Billboard posters were turned over to the big billboard people, who distributed and posted them up nationally through their own organizations. Neither the street-car people nor the poster advertising men got a penny for this work, though it cost them a good deal of money to put up the advertising in their cars and on their boards.

In the preparation of advertising copy, layouts and card and poster copy, the government has had the benefit, without cost, of the talent of all the big advertising agencies in the country, through national, district and local organizations. Not one copper has been paid these advertising men for the preparation of this copy at any time. With regard to how the newspaper and magazine advertising has been handled, and the government's reasons for handling it that way, we quote in full a statement furnished by Mr. Frank R. Wilson, Director-General of Publicity for the Third and Fourth Liberty Loans, whose office is in the Treasury Department at Washington. He says:—

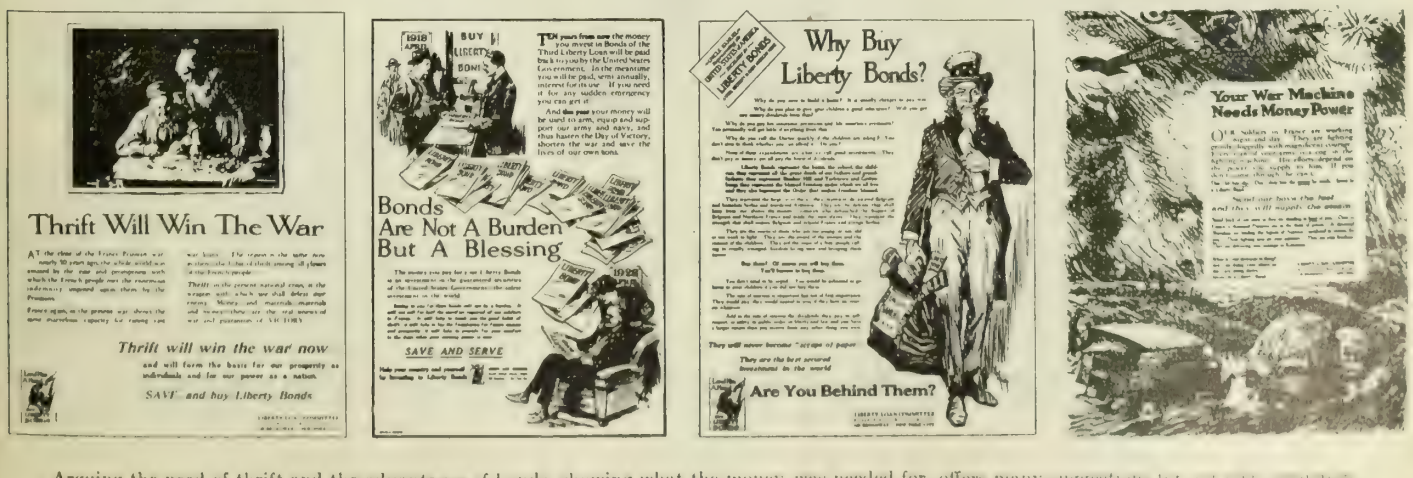
"Up to this time newspaper display advertising has not been handled from national headquarters. A certain amount of magazine advertising has been placed from here; that is, advertising for which space has been donated by the publishers themselves. Quite a number of magazines of national circulation and farm papers of national circulation have authorized the Government to use one page in each issue to the advantage of some Government activity.

Unfortunately, the law authorizing the Third Liberty Loan was passed only two days before the drive began, and the terms of the Loan were not known in sufficient time to take maximum advantage of the space offered by the publishers. Therefore, most of this space went to the Shipping Board, which was conducting a campaign for ship workers. However, copy was prepared for a number of these magazines and advertisements of a general nature were used.

How the Advertising was Handled

"The Liberty Loan Executive Committees, operating in connection with each Federal Reserve Bank, looked after the display advertising in their districts. The Publicity Director in each District would have the designs for advertisements of various sizes prepared. He would then make an arrangement with some mat-producing institution and have these mats made and supplied to all daily newspapers in the District. Outside of the very large cities, the newspapers were permitted to take these mats and go out and sell the space to the local merchants. In the very large cities, notably New York and Chicago, the Liberty Loan Publicity organization called a conference of the representatives of the large daily newspapers and asked them not to solicit Liberty Loan advertising.

"The Liberty Loan Committee then raised a large fund for advertising purposes and then expended this fund in the newspapers. Sometimes, the man or firm donating the money or the space indicated the newspaper in which he wanted the advertisement to run, but generally he made it an out-and-out contribution. The Liberty Loan Com-


Thrift Will Win The War
Thrift will win the war now
SAVE and buy Liberty Bonds
Bonds Are Not A Burden But A Blessing
SAVE AND SERVE
Why Buy Liberty Bonds?
Are You Behind Them?
Your War Machine Needs Money Power

Arguing the need of thrift and the advantages of bonds, showing what the money was needed for, offers many suggestions for

"Back him up for all you're worth"
He needs your subscription to the $3000 000 000 Issue of United States Government 4% Liberty Bonds today. Subscribe to your limit!
DIG UP FOR OUR BOYS!
By BILLY SUNDAY
Buy U.S. Government Bonds
Third Liberty Loan
Put another star on your Service Flag —Buy your Liberty Bonds
Buy U.S. Government Bonds
Third Liberty Loan
3rd LIBERTY LOAN
Keep The Light Burning!
Buy U.S. Government Bonds
Third Liberty Loan

These advertisements appeared in the Chicago District, the one by Billy Sunday being especially convincing. "Keep the Light Burning" also had a strong appeal to patriotic Americans.

mittee prepared the copy, placing the name of the man or firm donating the space at the bottom of the page. As I said before, this applies only to very large cities. In the cities of middle class the mats were furnished direct to the newspapers and the newspapers sold the advertising. Mats were also furnished to business concerns who were regular advertisers in newspapers, so they could give a Liberty Loan flavor to their advertising. Many Department Stores carried Liberty Loan advertisements in their copy throughout the campaign. In some cities local Liberty Loan Committees assisted in getting wide distribution of this Liberty Loan advertising.

"This took care of everybody except the small weekly newspaper which could not use mats. So an arrangement was made in each District with the Western Newspaper Union to provide plates of Liberty Loan advertisements which the country editor could sell to the local merchants.

"In no case did the Government pay for any copy used in any publication.

"As I explained before, the street-car advertising was handled through the Barron G. Collier Company, of New York, owner of street-car franchises in some 800 street-car systems. Their artists made the designs, which were approved by me, and the Government paid for the manufacture of the cards. That is all the Government paid for. The owners of the advertising franchises in the street cars donated the space which the cards occupied.

"The billboard advertising was handled in a similar manner. The Government prepared and paid for the 24-sheet posters, and these posters were supplied to the distribution office of the outdoor advertising interests in New York and distributed through their regular channels. The motion picture advertising was similarly handled. The Government prepared the films and furnished them to the distribution agency in New York and these films went out to all motion picture houses just as other films go out for release.

"There has been much discussion as to whether or not the preparation of mats for daily newspaper advertising should be done nationally, or whether it should be done by Districts. The principal argument in favor of decentralization and the handling of this matter by Districts is this: When the Publicity Director of the Chicago Federal Reserve District calls into consultation the advertising talent of the advertising agencies in Chicago he enlists not only their talent but their local pride and local interest. It is the belief of these Publicity Directors in the various Districts that by so enlisting the local talent and pride of advertising men a greater degree of co-operation is obtained than might be possible if the supply of mats was furnished cold from one national headquarters.

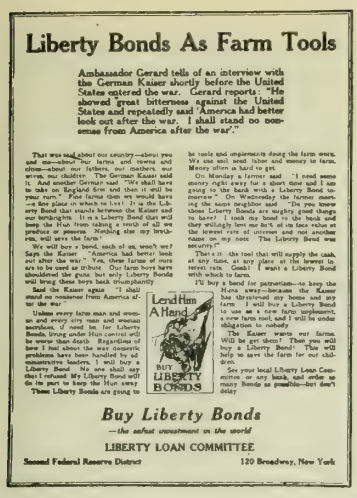
All Space Contributed

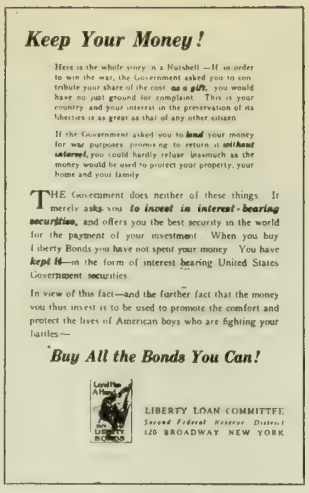
"I may say that the general principle heretofore followed in Liberty Loan advertising is to have the pressure come from below instead of from above. The Government has not asked business houses or individuals to donate space. It has provided these mats in response to a demand, both on the part of merchants and business houses who desire to devote this space to Liberty Loan advertising and to newspapers who desire to sell the space. I think it is a fair statement to say that business houses engaging in this co-operative advertising have found it to their advantage. There is a psychology in taking advantage of any big thing that is in the public mind. When the whole country is talking Liberty Loan and when the Liberty Loan is recognized as the country's chief aim, it has been found to the advantage of progressive business firms to indicate to their constituents that they are co-operating with the Government in its patriotic enterprises.

"In behalf of this plan it may be said that it enables the whole country to mobilize under the volunteer plan rather than under the draft plan. If the Government asked advertisers to pay for space, or if it asked newspapers and magazines to donate space, I am sure we would not get the enthusiastic voluntary co-operation from all publicity interests that we get when the advertising talent of the country is allowed to do its utmost in its own way."

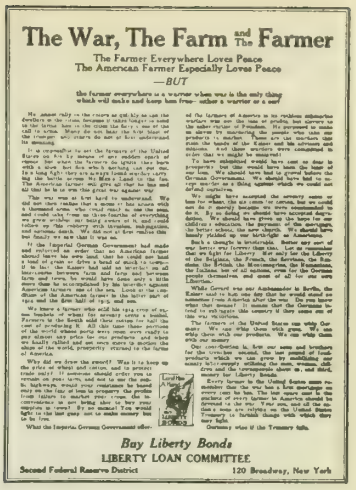
3rd Liberty Loan
Will you be in line this time ?
BUY U S GOVERNMENT BONDS
You've got to help put this thing across
BUY BONDS - THIRD LIBERTY LOAN
Again!
Liberty calls Answer through your application for United States Government Bonds of the Third Liberty Loan today
BUY UNITED STATES LIBERTY BONDS
Back of it all
BUY UNITED STATES GOVERNMENT BONDS

These were page advertisements prepared by the Advertising Manager of Carson, Pirie & Scott, and sold to newspapers by a syndicate. They were highly regarded by the Publicity Director of the campaign.


Liberty Bonds As Farm Tools
Ambassador Gerard tells of an interview with the German Kaiser shortly before the United States entered the war. Gerard reports: "He showed great bitterness against the United States and repeatedly said 'America had better look out after the war. I shall stand no nonsense from America after the war.'"
That was said about our country—about you and me—about our farms and towns and cities—about our fathers, our mothers, our wives, our children. The German Kaiser said it. And another German said "We shall have to take on England first and then it will be your turn." Free farms then we would have—a fine place in which to live! It is the Liberty Bond that stands between the Kaiser and our birthrights. It is a Liberty Bond that will keep that Hun from taking a crush of all we produce or possess. Nothing else my brethren, will save the farm!
We will buy a bond, each of us, won't we? Says the Kaiser "America had better look out after the war." Yes, these farms of ours are to be used as tribute. Our farm boys have shouldered the guns; but only Liberty Bonds will bring those boys back triumphantly
Send the Kaiser again "I shall stand no nonsense from America after the war"
Unless every farm man and woman and every city man and woman and boy and girl, of need in for Liberty Bonds, living under Hun control will be worse than death. Regardless of how I feel about the war—financial problems have been handled by administrative leaders. I will buy a Liberty Bond No one shall say that I refused My Liberty Bond will do its part to keep the Hun away
These Liberty Bonds are going to be tools and implements doing the farm work. We use seed, seed, labor and money to farm. Money alone is hard to get.
On Monday a farmer said "I need some money right away for a short time and I am going to the bank with a Liberty Bond to-morrow". On Wednesday the farmer morning the same neighbor said "Do you know these Liberty Bonds are mighty good things to have? I took my bond to the bank and they willingly lent me 80% of its face value at the lowest rate of interest and not another cause on my note The Liberty Bond was security!"
That's it: the tool that will supply the cash, at any time, at any place at the lowest interest rate. Gosh! I want a Liberty Bond with which to farm.
I'll buy a bond for patriotism—to keep the Huns away—because the Kaiser has threatened my home and my farm I will buy a Liberty Bond to use as a new farm implement, a new farm tool, and I will be under obligation to nobody
The Kaiser wants our farms. Will he get them? Then you will buy a Liberty Bond! This will help to save the farm for our children
See your local Liberty Loan Committee or any bank, and buy as many Bonds as possible—but don't delay
Lend Him A Hand
BUY LIBERTY BONDS
Buy Liberty Bonds
—the safest investment on the world
LIBERTY LOAN COMMITTEE
Second Federal Reserve District 120 Broadway, New York


Keep Your Money!
Here is the whole story in a Nutshell—If in order to win the war, the Government asked you to contribute your share of the cost as a gift, you would have no just ground for complaint This is your country and your interest in the preservation of its liberties is as great as that of any other citizen
If the Government asked you to lend your money for war purposes promising to return it without interest, you could hardly refuse inasmuch as the money would be used to protect your property, your home and your family
THE Government does neither of these things It merely asks you to invest in interest-bearing securities, and offers you the best security in the world for the payment of your investment When you buy Liberty Bonds you have not spent your money You have kept it—in the form of interest bearing United States Government securities
In view of this fact—and the further fact that the money you thus invest is to be used to promote the comfort and protect the lives of American boys who are fighting your battles—
Buy All the Bonds You Can!
LIBERTY LOAN COMMITTEE
Second Federal Reserve District
120 BROADWAY NEW YORK

To the Farmers of America
PLANT A LIBERTY BOND NOW!
You don't have to Cultivate it.
You'll get a guaranteed Crop twice a year.
Have a Share in the biggest Farm on Earth!
The Farm that feeds our Soldiers,—and the World.
BUY LIBERTY BONDS!
LIBERTY LOAN COMMITTEE
Second Federal Reserve District
120 BROADWAY, NEW YORK


The War, The Farm and The Farmer
The Farmer Everywhere Loves Peace
The American Farmer Especially Loves Peace
—BUT
the farmer everywhere is a warrior when war is the only thing which will make and keep him free—either a warrior or a serf
Buy Liberty Bonds
LIBERTY LOAN COMMITTEE
Second Federal Reserve District 120 Broadway, New York

There were a number of advertisements specially addressed to particular classes of citizens, of which the above addressed to farmers, are example.

What has been the net result of this system? Simply this: The government has received more than $63,750,000 worth of advertising on the three Liberty Loan campaigns for a cash outlay of about $250,000 for each campaign, which figures down to nearly $100 worth of service for every $1 expended.

Nor have the advertisers lost anything. The prestige they have gained by carrying pages of Liberty Loan advertising with merely their business card in one corner to show they contributed the space, has been incalculable. The newspapers, magazines and other publications carrying this advertising have been paid their regular or a slightly reduced rate by the advertisers for this Liberty Loan advertising, so they haven't lost out. The advertising agencies have contributed much on which they received no immediate return, it is true, but they have not lost business by their tactics, not by any manner of means. They have put themselves in very solid with the government, all publications and all advertisers.

The Speakers' Bureau was organized on a volunteer basis, nationally, by districts, by states and locally. Its personnel numbered in the last campaign something like 700,000 speakers, none of whom received a cent of compensation from the government, with the exception of a few nationally known speakers whose travelling expenses were paid by the government because they could not afford to pay them themselves. By far the majority of these national speakers paid their own expenses.

In organizing speakers and boosters for the loan locally, the government sent out 3,328,000 letters to individuals over the signature of Secretary McAdoo himself. Of these, 3,000,000 went to farmers, through selected mailing lists compiled by local postmasters; 214,000 went to rural school directors and 114,000 went to ministers. These letters helped tremendously to boost the loan. The hundreds of thousands of answers volunteering personal aid in the campaign were apportioned to their respective reserve bank districts and made use of by the reserve bank officials in organizing their districts for speakers and personal workers. These efforts were all gratis.

The Reasoning Back of the Copy

Liberty Loan copy was prepared in accordance with a carefully-considered and well-defined policy. At least such was the case in the Seventh Federal Reserve District, comprising the states of Iowa and Indiana and most of Michigan, Wisconsin and Illinois. This copy policy is fully explained by Wilbur D. Nesbit, Director of Publicity for this district in the "Liberty Loan News" which also contained reproductions of various display advertisements prepared for use in the campaign. Beginning with a brief outline of the copy used in the first and second Liberty Loan campaigns he says:

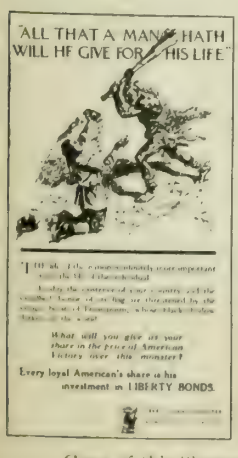
"The immensity of the task in putting over the first Loan is best understood when the problem of selling $2,000,000,000 in bonds to a public wholly unacquainted with the character of a bond is considered.

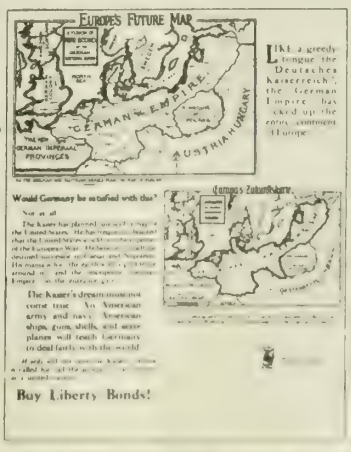
The educational work accomplished by the advertising copy used in the first and second Liberty Loans, was cumulative. After the first Loan was successfully floated, the newspapers continued to discuss bonds to a considerable extent and the 4,000,000 new government bond-holders became an educational force of the highest value.

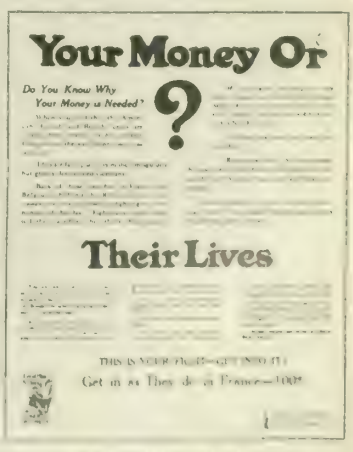
At the beginning of the Second Loan, while it was possible to draw no absolute line, it was determined to put most of the emphasis upon various forms of patriotic appeal, maintaining the steady undertone of an investment appeal. A very close check was kept on the effect of this copy. There were several thousand demands for patriotic copy against a few hundred for the most popular investment appeal. This tendency developed steadily to the very close of the Loan, when almost a purely patriotic note was taken.

Copy For the Third Loan

As a result of the Second Liberty Loan campaign, there are now 10,000,000 Government bondholders, and probably 90 per cent. of Americans know in a general way what a Liberty Bond is. The Third Liberty Loan will be subscribed, therefore, if the people can be aroused and stimulated to act as a unit. The consensus of opinion of advertising men seems to be that the best way to accomplish this is not through the investment appeal, but by emphasizing that the







Copy of this "horror" type is said to have been ineffective, "centering the reader's attention on the horror itself, instead of attracting the buying impulse." Four ads on the next page were full single column newspaper depth and were part of the campaign in the New York Dailies.

Save Your Money and Save a Soldier

Safety is by far the most important thing to consider when you invest your money.

Bankers, insurance companies and big business interests seek the safest possible investments; the rate of interest does not matter so much, if they are SURE the investment is a safe one.

Your money is equally important to you. You can't afford to lose it. You have worked hard for it, and you want every dollar of it for use in after years, when you can no longer earn or make as much money as you do now.

You ought to be glad that U. S. Government Bonds, the safest investment on earth, are now issued in small denominations, and sold on easy terms, so that you can invest your money in them.

You take no chances. You will get your money back. You will be paid a good rate of interest for it.

Just look at it in this light: Every Liberty Bond you buy may save you discomfort and suffering in later years, and it may NOW save the life of an American soldier.

Could you ask for a better investment than this?

LIBERTY LOAN COMMITTEE
Second Federal Reserve District
120 Broadway New York

Doing Without Is as Important as Doing

Staying at home and helping by saving does not seem like a very heroic part to play in the great war.

But it is just as necessary; just as important; just as honorable.

For every soldier who goes to fight, five tons of arms, ammunition, food, clothing and other equipment must be sent abroad.

If we consume as much food and other goods as usual, there will not be enough for our soldiers.

If we spend as much money on comforts and luxuries as usual, our Government will be unable to meet that enormous demand for military supplies, or to furnish the necessary transportation to carry them across the sea.

Your savings in MATERIALS are needed to make up that five tons for every soldier; your savings in MONEY are needed to enable the Government to buy those materials.

Our soldiers cannot fight without your help. Your part in the war is a big part—an essential part. DO IT WITH ALL YOUR MIGHT.

Buy all the Liberty Bonds you can.

LIBERTY LOAN COMMITTEE
Second Federal Reserve District
120 Broadway New York

sale of Liberty Bonds is a necessary war measure, and that the purchase of bonds helps to win the war and to save life. In order to bring about the subscription necessary for the success of the Third Loan in the brief period of thirty days, there must be created an artifically stimulated atmosphere of enthusiasm which will make the individual say, "This thing gets me. There are many reasons why it is difficult for me to subscribe but, with American victory and with human lives involved, I will not hesitate. I'll go the limit."

In spite of this, however, there is still a considerable number of people who need to be reminded with regard to the investment end of the question. Secretary McAdoo tells of an old man who wrote him a letter asking where he should go to pay the interest he owed on the Liberty Bond he had bought in the Second Loan. A steady flow of brief, succint investment copy during the Third Loan, approximately not over 20 per cent. of the copy run, will unquestionably strengthen the advertising campaign.

In this connection it has been suggested that the phrase, "Invest in Liberty Bonds" be used more frequently than "Buy Liberty Bonds," on the theory that a man in the majority of cases *buys* something for immediate consumption—like a hat, or a loaf of bread—and that the use of the word "Invest" will keep constantly and unobtrusively before the public mind the investment element.

Copy Suggestions

It is necessary to create and maintain throughout the campaign an electric atmosphere of enthusiasm, if we are to sweep the public off its feet into an over-subscription of the Loan. The following suggestions are a natural development from the foregoing.

1. The fundamental reason for the sale of Liberty Bonds is WAR. We must not talk of these bonds as if they were an issue of Panama Canal bonds offered in time of peace. In other words, "We must not talk in terms of investment when we should be talking in terms of human life."

2. Emphasize constantly and repeatedly the Victory element in the Third Loan. The first two Loans enabled us to *prepare* for the struggle, to train and equip our soldiers and to get them to France. The Third Loan will give our soldiers in France the backing to send them to Victory. For the same reason the phrase "When the war is *won*" is preferable to "When the war is ended." In general, whenever the War is spoken of it should be associated with the idea of Victory. This mental picture of accomplishment is the greatest stimulus of enthusiasm. It is perhaps unnecessary to add that this by no means implies the adoption of blatant or boastful tone.

3. So-called "horror-copy" should be very carefully used. It is believed that for this district the atmosphere that will prove most stimulative to the actual buying of bonds is an atmosphere of quiet and definite optimism and enthusiasm. Horror copy does not contribute to such an atmosphere. It tends to center the reader's attention on the horror itself rather than to stimulate the buying impulse. Finally, to make the average reader believe at this time that America is

Do Yourself This Favor

You do not think you are giving away your money or doing somebody else a big favor when you buy a house, or an automobile. You are doing YOURSELF a favor — you are putting your money into something you want, and believe is worth all it costs.

Neither are you giving away your money or doing anybody a big favor when you buy Liberty Bonds.

You are investing your money for your own benefit, putting it into something you OUGHT to want—the securities of the United States Government.

You will get your money back again, with interest, and you ought to be glad of an opportunity to become a bondholder in that great corporation —the United States of America

—Buy— Liberty Bonds

because the money you invest will be used TEMPORARILY to win the war, shorten the war, and save the lives of American soldiers

—Buy— Liberty Bonds

because it is the safest and surest investment you can possibly make.

LIBERTY LOAN COMMITTEE
Second Federal Reserve District
120 Broadway New York

You Hear Some Men Say, "What does this Government expect, anyway? It's piling taxes on us, hampering our business, taking our profits, and asking us to buy bonds, bonds, and still more bonds. When is this thing going to end?"

When you hear anybody talking in that strain, give him this to think about:

"It isn't a question of what the Government wants It's a question of what YOU want —what YOU expect.

"Do you expect to have any business, any home, any family, any country, after the war?

"Do you think the Government ought to coddle you and consider your feelings and interests, or get busy and whip the Germans as quickly as possible?

"Over in Belgium and France there are thousands of men who can't even find the place where their business was located—who don't know where their families are. Over there men are dying for the sacred cause of liberty and justice, and asking no reward but a hero's grave.

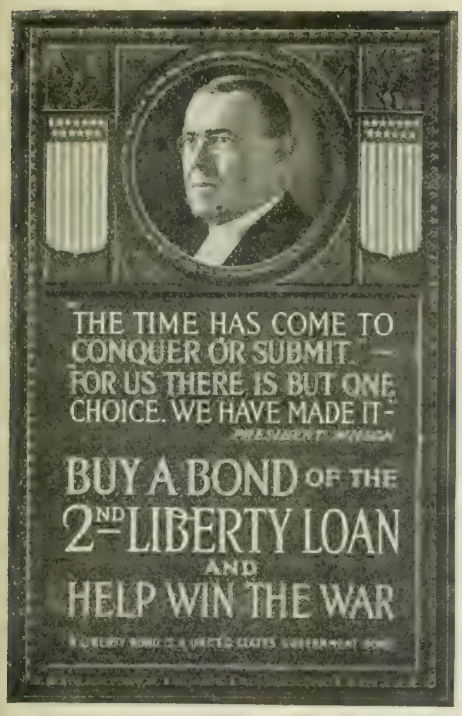
"Don't you think that the first and only duty of our Government is to stop this frightful slaughter, this waste of blood and treasure?

"What do your temporary interests amount to as against the victory of our army, the permanent safety of American business, the preservation of human liberty and civilization?"

All true Americans should answer these questions honestly.

We must all put self behind us and back our Government, our soldiers and sailors with all the dollars we can possibly get together UNTIL WE WIN THE WAR.

LIBERTY LOAN COMMITTEE
Second Federal Reserve District
120 Broadway New York


THE TIME HAS COME TO CONQUER OR SUBMIT. — FOR US THERE IS BUT ONE CHOICE. WE HAVE MADE IT
BUY A BOND OF THE 2ND LIBERTY LOAN AND HELP WIN THE WAR

in any real danger of the fate of Belgium and northern France is an impossibility. There are too many miles of ocean between us and the fighting front, and the normal American is too constitutionally optimistic. The invasion idea can be put across only to a limited extent.

4. In the first two Loans we had a big story to tell and not much "space" to tell it in. It was necessary to tell all the facts and to tell them over and over again. In the Third Loan the aim is to run much shorter copy, letting each piece emphasize only one aspect of the Loan appeal. By making each piece of copy a unit that can be quickly grasped the advertising should gain immeasurably in punch and pulling power.

5. Individual objections to investing in the Loan must be recognized and the copy frankly directed to overcoming them. In this connection, however, the positive appeal has in the past been found much more effective than the negative. Not to berate or lecture the public, but to stimulate it to contagious enthusiasm will undoubtedly in the present circumstances, produce the best results.

6. Make a definite appeal to women —who are responsible for a large proportion of the retail purchases of the country. A heart appeal to them should have particular force, because Liberty Bonds tend to save the lives of their husbands, their sweethearts, their sons.

7. It is to be understood that the plan of campaign is entirely elastic. The tone of the copy must often change radically during the course of a campaign. A sudden event in France may affect the whole copy tenor and focus the appeal on a development not hitherto anticipated. The copy writer will, of course, be guided by the general tone of the public, and in this connection items in the daily news will be found rich in copy suggestions and the closest co-operation between news and advertising bureaus is essential.

Vital Phrases

While it is not the intention to make this what might be called a "slogan campaign," we believe that the adoption of a few standard phrases, which by repetition can be burned into the hearts of the public, will prove a very great added element of strength. These phrases must, of course, be supplemented throughout the copy by carefully worded statements that will bring every possible impulse and sentiment to bear on the purchase of bonds. But the suggestive phrase that can be repeated over and over again gives the advantage of making full use of a fundamental principle of publicity—repetition.

For the last two weeks of the campaign the phrase: Liberty Bonds SAVE LIVES — THE LIVES OF OUR OWN SONS—has been selected to sound the keynote. This phrase is the logical development of that featured during the first two weeks.

Three of the best of the posters used are shown on this page. None of the posters used was especially stirring in its appeal nor likely to be regarded as a notable contribution to poster art.

If we give our boys in the trenches a hand—with guns and shells and all manner of supplies—we protect them and we help them to win the war sooner; we save lives. "The lives of our own sons" brings the responsibility intimately home to every American.

Other phrases that have been suggested are:

"Keep the Glow in Old Glory—Buy Liberty Bonds to-day!

"Save More Lives—Buy More Bonds."

"While your money fights the Kaiser, let your money work for you."

"Prepare to do your ALL; less will be too little; Buy, etc."

"Invest in Victory—the Third Liberty Loan."

"Bring them home VICTORIOUS Buy, etc.

and similar phrases involving the idea of Victory, as "The Sure Road to Victory—the Third Liberty Loan," and "Hasten the Day of Victory."

Besides the use of a few of these repeatedly in advertising copy as outlined above, there will, of course, be a call for such slogans for use on letterheads, posters and other printed matter.

Specific Difficulties

There are a number of features which make the raising of the Third Liberty Loan a far more serious task than was faced in either of the previous Loans. Properly handled, however, these difficulties may be made elements of strength in the copy appeal.

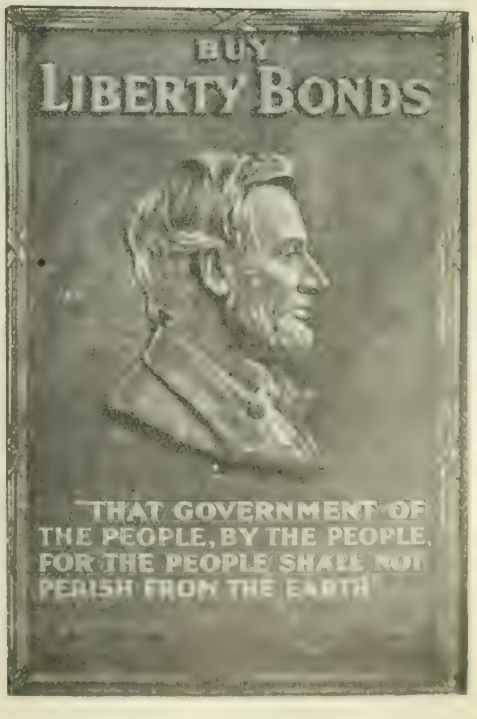
1. The raising of billions is in itself a stupendous undertaking.

(a) The very size of the loan, however, can prove a powerful incentive to stimulate the public to the extraordinary effort necessary for success.

(b) The disheartening effect on Germany of the successful floating of so large a loan and the corresponding encouragement which such a success will give to England and France is a further incentive which lends itself to copy use.

2. The constant reiteration of peace talk in the papers and on the street is a serious obstacle to the success of the Loan. People cannot be made to give their whole-hearted support if they believe that peace is but a few weeks or a few months off.

(a) Much of this peace talk is undoubtedly insidious German propaganda. This is probably true of the rumors of popular unrest coming from Germany. Germany would like to make the American people think that peace is near at hand so that America will slacken her war efforts and give Germany a possible opportunity to defeat England and France. There is a splendid opportunity for advertising copy to show this, to show that Germany does not want peace, that the one road to a permanent peace is the defeat of the German armies, and that the Third Liberty Loan will make this possible. We must "lick or be licked."



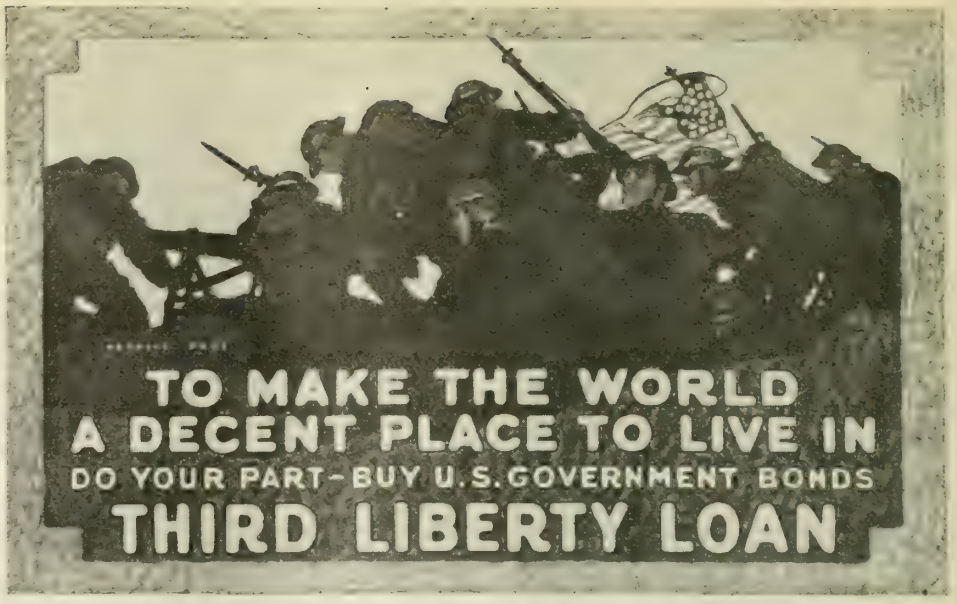
3. There is dissatisfaction throughout the country with the regulating of American business and agriculture, and this militates against a ready and enthusiastic support of Government Loans.

(a) Copy to show that these are necessary measures of a nation at war and that the sacrifices of the man at home are not to be compared with those of the man in the trenches will prove helpful here. As a nation we do not realize yet that we are at war and some of the advertising copy may be profitably devoted to "selling the war" to the American people.

(b) Enthusiastic copy based on what America has already achieved in the way of war preparation and war service—and it is no inconsiderable achievement—will serve to increase and encourage the support of the Loan.

4. The great need is to bring home to every American that the success of the Loan is his individual responsibility. There is no real lack of patriotism, but in view of the rise in the cost of living and the unsatisfactory conditions in many lines of business, there is a tendency on the part of the individual, especially if he subscribed to the first two Loans, to feel that for the time being he has done his share and that he will postpone further action until future loans. The following types of appeal may help in driving home the idea that *everybody* must support the Third Loan.

(a) The purposes which the Liberty Loan serves are based as much on the conservation of "goods and services" as upon the government's need for money. That is, the government urgently needs the labor and materials which are released when the individual saves money to invest in bonds instead of spending it for his personal satisfaction. That the government may meet these imperative needs without delay it becomes the responsibility of every citizen to support the loan and so release labor and materials. This war is a war of national resources and if America is to win, every man and every woman must contribute his or her share to the national strength.



Above poster by Herbert Paus had strength of design, but lacked in buying appeal. Poster below emphasized the idea that the Government was back of the bonds.

(b) The Third Liberty Loan means Victory and the saving of precious lives. Every man should pay his share in the price of Victory.

(c) The government's need is for money now, not in a few months, and the time for every man to act is now. America must act quickly if she is to hearten and to give effective support to an embattled England and France.

Investment Copy

It is to be remembered that the investment copy in this Loan will comprise probably not more than 20 per cent. of the copy run, but there are certain investment aspects which may profitably be treated in this class of copy. It must always be kept in mind, however, that such copy should be as simple, direct and appealing as it is possible to make it.

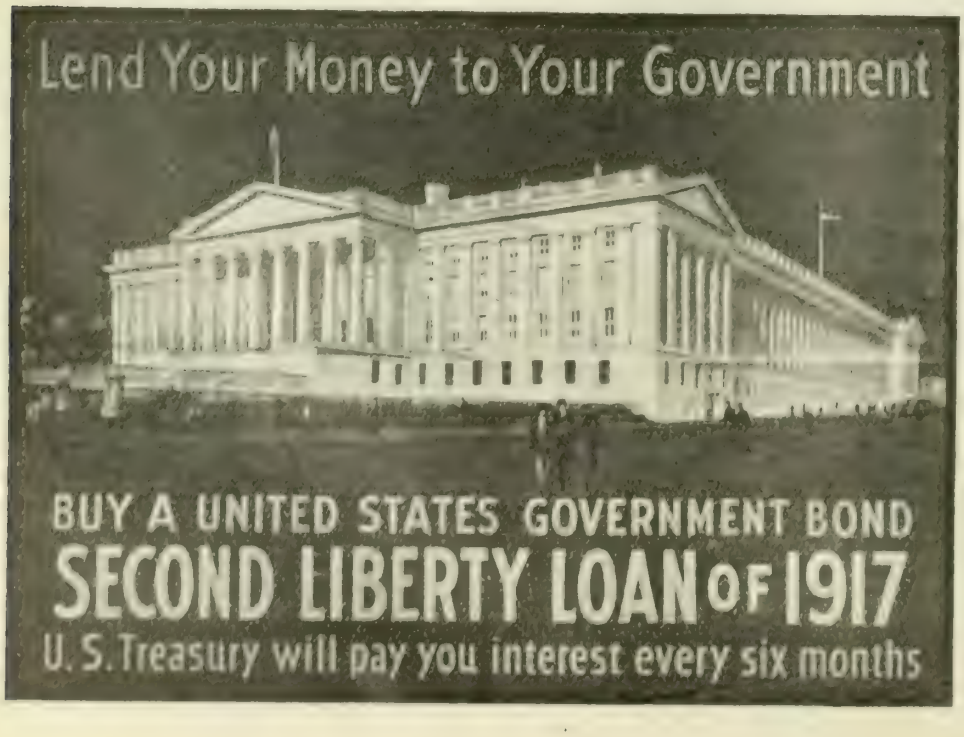
1. Many people do not yet realize that the buying of Liberty Bonds is possible for people in moderate circumstances. Copy that will show simply and strikingly how they can buy bonds on the installment plan or by borrowing money from their bank for the purpose, has a use if effectively done. "You don't need a bank account to buy a Liberty Bond."

2. The fact that Liberty Bonds of the first two issues are now selling below par may prove a deterrent factor to some investors. Striking copy to show that this is a normal condition of war times and that the bonds will undoubtedly increase in value when peace is declared, probably going above par, will prove helpful in meeting this objection. Uncle Sam promises to pay 100 cents on a dollar on Liberty Bonds at maturity, plus interest in the meantime. If a holder has to sell in the meantime he may lose a few cents or make a few cents. In the long run he can't lose.

3. Copy may be written to show that the Liberty Loan is an insurance for good business after the war. If America wins, American business may look forward to the most prosperous times in the history of the nation. German victory would mean business chaos. We should keep this country financially sound so that when the armies return they will not have to shoulder an unnecessary burden. We should save so that needless debt will not be piled up. We should fight through to victory and permanent peace, so that the men who return need not be taxed to maintain continued vast armaments.

4. The Government must have the money to carry on this war effectively and if this money is not raised by loan it must be raised by taxes.

5. The money raised in the Third Loan will be spent in this country and will contribute directly to the prosperity of American business and American labor.


Lend Your Money to Your Government
BUY A UNITED STATES GOVERNMENT BOND
SECOND LIBERTY LOAN OF 1917
U. S. Treasury will pay you interest every six months

Copy Should be Illustrated

The consensus of opinion among advertising men seems to be that Loan advertisements should carry illustrations much more generally in this campaign than was advisable in the

previous Loans. At that time we had no soldiers in the trenches and illustrators were of necessity obliged to fall back on allegorical figures such as Democracy, Justice, the Statue of Liberty, and Uncle Sam. Now that we have an army in France and consequently a splendid opportunity for pictures of action, practically every advertisement should be illustrated. Pictures introducing soldiers or sailors, scenes of action on land and sea should be introduced wherever they are appropriate to the copy. Allegorical figures should almost never be used.

Together, the illustration and the caption should flash the story of an advertisement so that it will get across at a glance, even where the copy is not carefully read and analyzed. The need is for illustrations so full of action and human interest, illustrations which so dominate the page, that they cannot fail to catch the reader's eye and hold his attention until he has unconsciously started to read the copy. There is a general belief that for Loan illustrations there should be a strong contrasting of blacks and whites, with as little detail as possible, leaving out rather than putting in lines. Wherever detail or mass is necessary, to carry the thought it should be kept in light mass or shadowy outline.

This was a cut-out, with a slit in the ring at top to permit its being hung on door knobs—one of the stunts of the campaign.

Liberty Loan Copy Criticized

"My own opinion is that the next loan will be put over by means of a more concentrated plan" said Mr. Nesbit at the close of the recent campaign. "The appeal of the posters should not be so scattered. In fact, a new note should be struck in the posters for the next campaign—also in the newspaper and magazine advertising. To do this, it will be necessary for those who create the poster designs and the advertising appeal to know the selling plan—agree upon a keynote and drive through with it. I think you will find that by the time the next loan is announced the public will be ready to respond to an appeal that is bitterly patriotic."

Another criticism which may help us comprehend the copy problem involved in our Victory Loan campaign is offered by George French, Editor of the Advertising News. "Neither of the three issues of the Liberty Loan has been *sold* to the people of the United States" he says. "The bonds have been taken by the people, after much urging and waiting, and with much manifest reluctance." What is the matter?

"There is no doubt that the people are deeply and unreservedly patriotic. They realize the gravity of the crisis the world is passing through. No one who mingles with many people can for a moment doubt it.

There is plenty of money in the country. These issues of Liberty Bonds could be absorbed without causing anybody the slightest inconvenience. Many more issues can be absorbed easily. Why is it, then, that each issue has dragged so heavily through the middle of the period of selling? Why is it that of the second issue of Liberty Bonds a large proportion is yet unabsorbed by real investors, and by the people who are not investors but yet patriots?

Despite the great amount of work that has been done to arouse the people and get them to buy these bonds, the idea of buying the bonds as a patriotic duty has not been sold. The bonds will never be freely sold until the idea of the bonds is completely sold to the people.

Circumstances made this selling of these bonds a selling task of a peculiarly difficult nature. The people of this country are not bond buyers. They had previously never been asked to buy bonds. Almost it had been made difficult for them to buy bonds. Bond dealers had not wished for the patronage of the people. They sold their merchandise to small classes of investors, to institutions, to banks, and to men having large amounts of money to invest in income-bringing securities.

When the Liberty Bonds came to be offered, people did not know whether to buy them or not. They do not now know whether or not to buy government bonds, and they are not buying them freely.

The Liberty Bonds have been very unskilfully offered to the people—very unskilfully advertised. Each of the issues has been lavishly advertised, so far as bulk of advertising matter used, and so far as the unselfish, the devoted, work of a great many advertising men, is concerned. But there has been no deliberately planned advertising campaign, the object of which was to turn the attention of the people to the bonds, and secure action through arousing a buying motive.

The appeal of the advertising being done for this issue of the Liberty Bonds is not definite. It is scattered. There is no specific appeal made to all of the people. There seems to have been no particular thought given to this matter. Nobody, so far as we know, has made a study of the people with reference to this particular matter.

The advertising that is being done has all kinds of appeal. That is its chief fault, and its greatest weakness. The man on the street is subjected to a dozen different appeals in the course of a block. He is torn by conflicting advertising motives, and the natural result is that he is influenced in no specific way. He is, on the contrary, distracted by the diversity of the appeal, and is not able, because of the advertising, to make up his mind to take any action at all.

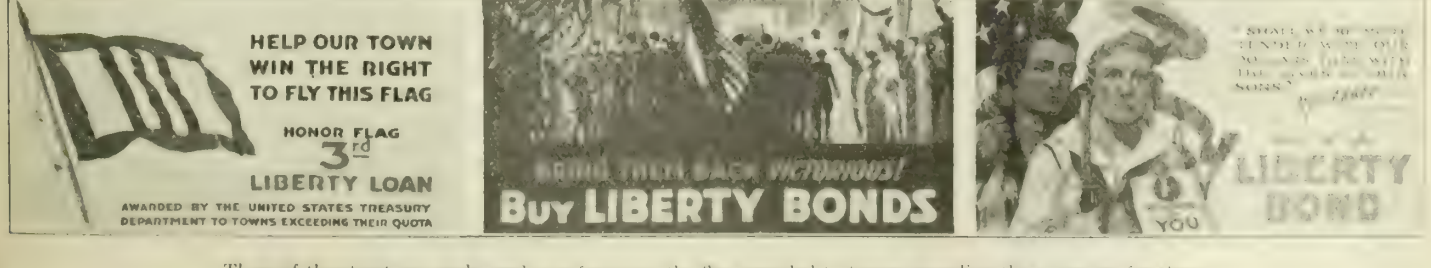
The appeal of the many handsome posters is neither unified nor strong. It is weak. While there is plenty of cleverness, plenty of good art, plenty of good intention, plenty of expressed patriotism, in them, there is in none of them what we call punch. Not one of them forces a cry from the observers—nor a curse, nor a prayer, nor a tear. There is in none of them that quality that the man on the street calls guts.

The same is true of the newspaper, magazine and periodical advertising. None of it wrings the heart. None of it prompts quick action. None of it elicits the cry of rage or pain. None of it brings into the minds of readers what the war means to them. It does not have a uniform motive. Its appeal is woefully scattered. In one newspaper the man going to business finds perhaps a dozen advertisements asking him to buy Liberty Bonds, and no two of them use the same argument or suggest the same motive.

And most of the advertising is perfunctory. All that has been sent out by the committees having it in charge has thus far been innocuous, without punch, without interest, without attention value, and without selling quality.

Sadly it must be said that the advertising of the third Liberty Loan has been of such a nature, and so badly handled, as to rob it of much credit for whatever has been done to rouse people to the necessity of action. There have been used many excellent advertisements; but one excellent advertisement has been different in appeal

(*Continued on page 22*)



Three of the street car cards used, one featuring the flag awarded to towns exceeding the quota set for them. There was much rivalry to be the first to win this distinction.

THE FUNDAMENTALS OF ADVERTISING COPY

By HARRY TIPPER

Author "The New Business" and "Principles and Practice of Advertising"

(*Concluded from last issue*)

Knowledge of the Subject

I am afraid that in these days we have just arrived far enough in the advertising business to be absorbed in our own technique, we haven't arrived quite far enough to understand that technique is merely a tool; that it is not the end of the business, otherwise I think our discussions would take a little higher plane than they do in connection with the work of advertising.

It is true that we should know the size and style of type that is associated with an idea, that should be associated with the expression of it; it is true that we should know the style and type of illustration that will best convey the pictorial side of that idea; it is also true that we should know decoration and its associations, so that at least it amplifies, instead of detracting from the main point.

But these are merely the tools, and some of the old advertisers to-day have done a good piece of work from time to time with nothing but a penknife. Where we have a whole kit of expensive technical tools to work with, and our job sometimes is not nearly so good, with all its bunch of tools, as the old advertiser whittled out with his penknife, partly because we have forgotten that the tools are only tools, and that without the creative idea, the design, the purpose, the significance behind them, they will not work out anything really valuable.

I think in copy particularly we have got a long way from the essentials. I find that we use art as a basis of copy, although the pictorial expression of a thing has its very distinct limitations. Of what use is a picture if it does not illustrate? Of what use is a picture if it does not carry a point? Furthermore, how is a picture going to convey the tremendous negative force of language, which, coupled with imagination, can fill the mind with images that cannot properly be put into any other form of expression?

There is a grandeur, a depth, a beauty about the images which are called forth in the imagination by language that surpasses anything which can be put pictorially; and sometimes the appendage of a picture to written language merely destroys the value of the language without aiding in its representation from a pictorial standpoint.

And I have heard the expression very often, in connection with this matter of technique and of principle, that a good writer doesn't need to know his subject; that, in fact, it is better if he doesn't know his subject, because then he won't be prejudiced.

Can't Write About What We Don't Know

Where are we coming to, for heaven's sake, in language, when it can be supposed that a man can write about things of which he knows nothing, and that even he can write better when he is entirely unacquainted with a proposition?

There are some men (it is true they are reasonably scarce, so scarce that we acclaim one when he rises in his generation) who have such a remarkable adaptability and such a quick insight, such a genius, in other words, that they are able with an apparently superficial glance at a subject to seize an essential point and translate it.

But we are not working in advertising with the few genii there are in the world, we are working with thousands of ordinary men, of ordinary talents, of ordinary perception, of ordinary discernment, and these men are neither eloquent nor interesting, as a rule, unless they know the subject about which they are speaking. And it is more difficult to be interesting in language than in anything else, because language forces a continual necessity of meaning.

There is in painting the possibility of a shadow. As Walter Raleigh has said, "The blank wall is in architecture like the inscrutable shadows in painting, the relief from the necessity of doing something;" but with words there can be no relief, every word must mean something or the whole message is destroyed.

And how is it possible for the ordinary man whose outlook on life is very minor, who knows one or two out of the thousands of things which can be known (and those but insufficiently well); how is it possible for such a man to write about things of which he knows nothing, even if he is interested, or even with the slightest grasp of the language or the audience?

I claim that we should know the subject, and that if we knew the subject we would know the audience and the language better; and if we knew the subject we would use our tools better and get better effects in the advertising.

Copy that Really Says Something

I heard a man not very long ago say that he wondered why it was that we weren't getting the results out of advertising that he used to be able to get with the old six-point mail-order copy that was filled full of writing from end to end and was very difficult to read; and I asked him if he had ever taken some of that old copy and compared it with some of the new words which pass as writing to-day in our advertisements, for then he would see that the old copy really said something about its subject.

That man perhaps didn't know anything about technical refinement in language; evidently he knew very little about association of type to idea, and he rarely used any illustrations; and then they were only very poorly suggestive and his borders were things to be admired for their ingenuity but not expressly followed for their art. But even so he managed to get the returns, to get the results, in spite of all those handicaps of lack of tools, because he said something; and the saying something, after all, is the most important part of the business.

I mentioned in last month's remarks about language, about the use of the superlative because of the inadequacy of thought, about the constant repetition in competitive advertisements of the same inane platitudes, attempting to cover a subject of importance, but it is deeper than that.

Why, there is no romance in the world to-day like the romance of business, there is no development that comprises so intimately and so deeply the interest of ninety per cent. of the population in seventy-five per cent. of their waking hours as business.

And there are thousands of brains in every business, thousands of skilled workmen, thousands of people planning, working and developing all the time for a single product; and all we can do is to harness a few words in the attempt to make a paragraph to explain that thing to the public.

We have not even started in our work when we know so little of the subject as that.

If it were not for the fact that advertising is a new development in its broader aspects, and if it were not for the fact that the public is so greedy for information that they will take anything they can get, just as in the automotive business if it had not been for the fact that the public were absolutely waiting for a unit motive power plan, we should not be able to do anything with advertising.

It is not so much the glory of our work as it is the immensity of the force we are dealing with that makes our success in advertising.

The Force of Words

I have said that a force which made it possible for one man in the course of fifty words to so influence people that millions would be affected by it in their life, that a force as strong as that was a force larger than anything we have dealt with in any other way, and in comparison with the size of that force and with the possibilities of its efforts, our own working with it is puny, our own success with it is negligible, our own development of it almost infinitesimal.

And inasmuch as the first approach to any possible development is to know something, and the next approach is to know it sufficiently well to be able to impart it to somebody else, a knowledge of the subject is one of the fundamental requisites to really good advertising writing; and advertising of any kind, where the knowledge of the subject is neglected for the mere cleverness of statement or the mere cleverness of pictorial representation, is losing ninety per cent. of its power by that very fact.

Then again, if you don't know the subject, how is it going to be possible to determine the development of that subject with the audience?

A knowledge of the subject makes it possible to approach the audience in such a way that you can develop the only interest, or the biggest interest, they feel in it; and every different audience has a different reason for being interested in a subject, a different attitude upon the subject, a different point of view in regard to it.

The man who is technically informed upon a business, so that he knows intimately the gradations of every tool that is used in the business, so that he knows every process intimately and definitely, so that he is acquainted with all the detailed developments of that business—to such a man a subject has an entirely different value and an entirely different possibility of presentation than it has to an audience that uses the products of that industry but know nothing about its processes. And without a knowledge of the subject, how is it possible to approach either audience in any authoritative way?

Make no mistake: "Informative language, written down, passed out into books and in current periodicals, is," as Lord Atterbury said, "the foundation of present civilization."

Transmitting Knowledge

It is not that we didn't know these principles that we are using before—the principles of most of the physical forces were known thousands of years ago—but it is due to the fact that knowledge was so hard to transmit from one to the other that only a few people ever acquired it, and those few could not make it valuable. But because of cheap paper and of printing, we have acquired methods of transmitting knowledge easily and definitely, and so we have acquired the use of physical forces in many ways and with all kinds of equipment that was impossible before.

Now that same thing is true in advertising. It may be good to be original in advertising, it may be possible to be clever and get attention in advertising, but there is only one thing which can be continuously published, which can continuously find its place in literature, advertising or otherwise, and which will be continually beneficial, and that is informative literature—and advertising is no exception.

And how is it possible to be informative if the subject itself is not understood, if it is not known, if the writer thereof shows in his very phraseology his lack of acquaintance with the thing about which he speaks?

And then there is the purpose—and before going into the reason for the advertising, I want to take out of that last principle the purpose, one side of it—and that is the sincerity of the writer.

Sincerity of Purpose

I say that no writer can be sincere about things of which he knows nothing, about things of which he is so insufficiently informed that he cannot say himself. And there is about written language a definite tendency to expose insincerity, so that it is always possible for us in reading a book to know where a writer spoke for effect, or where he was creating a piece of mental machinery, or where he was simply uncovering a plot and not telling a story; and we know also when the writer is filled with his own subject, so that the words pour out of him, out of his very convictions.

And when language is read, as written language is read, in the cold atmosphere, with the absence of the effective intonation or of gesture, or of that psychological condition which comes where a number are gathered together, under those conditions it is almost impossible to get by for any length of time with definite insincerity and with things which carry no air of conviction from the writer's own sense of conviction.

Therefore advertising which is insincere, whether that insincerity be because of ignorance or because of a definite attempt to cover; advertising which is insincere must fail of its own weight, of its own lack of conviction to the audience, in the course of time.

But there are other parts of this development of the purpose of advertising which affect the value of advertising copy and which belong to the fundamental basis of advertising copy.

We seem to think that whatever the purpose of advertising, the approach to the audience is the same; that the same tools can be used in any of these endeavors, and that they can be used more or less indiscriminately, without any definite regard to their function.

It is as though the carpenter, having his array of tools on his bench before him, were to feel that any piece of cabinetmaking could be done without discriminating between the saw and the chisel, the chisel and the gouge, and the rest of the tools that he has to use in his work.

We don't know, usually, what a dovetail is in advertising; we never know how to dovetail the subject and the purpose together, because we don't know how to use the tools.

We are like the man who has been brought by inheritance into great possessions—the tools are so delicate and so many, and so rich in their purposes and so powerful in their results, that we just simply pore over them and operate on them as though they were inexhaustible, and no matter how they are spent and ill-used, they will still last.

The Purpose of Advertising

The purpose of advertising should be known. It may not always be to sell the goods of to-day. The sale of the goods of to-day, per se, was the bargain counter advertising which we used so much in an earlier day of business, when the things of to-day were more important than the results of to-morrow. It may not be even to sell any goods directly. It may be to strengthen a repetition, to solidify the atmosphere of quality, to get concretely a public opinion which has only been affected intangibly, to divert from one point of view a public opinion until it embraces a whole atmosphere instead of a single shop.

There are hundreds of purposes which can be fulfilled in this advertising. We may have one idea; we may direct all our advertising to the indirect purpose of soldifying our own organization by it. That is an entirely new purpose from the merchandising of a product, and it needs an entirely new conception of the whole program of copy if we are to work it out.

These are the things, then, which appeal to me as the fundamentals of advertising copy, and these fundamentals properly understood, all or any of the technical tools with which we are supplied can be used for their proper functions; and without a consideration of these fundamentals the tools themselves will never supply the advertising that must come about if our business is to develop as it is supposed to develop and as it ought to develop.

And they are in the order of their importance, as I see them: First, a knowledge of the audience, a knowledge of its associations, its moods, its habits of mind, its habits of thought, its breadth, its local tendencies; and a knowledge of the language, its derivation, its vocabulary, the shades in its meaning, so that words can be picked rightly for their lucidity and simplicity, a sufficient knowledge of language to make it possible to be simple at any time.

And then a knowledge of the subject, so that those two things can be worked together in the expounding of the subject to the audience, and so that the subject itself may provide its interest as it should, because the writer thereof knows about it; and then the purpose, the character of the purpose, so that the purpose shall dovetail with the subject and be used with the language that is suitable to it.

And the sincerity of the purpose, so that the conviction which is felt by the writer of advertising shall be carried over to the audience as a conviction and not merely as a statement.

Simplicity Difficult to Attain

These are large things. I don't believe that we have come but a very minute portion of the way in the use of language and in the use of the technical surroundings of language for the conveying of the advertising message to the public. We have hardly got any further than the child in its endeavors to use the tools of life. We have been so amazed with our own success so lifted up with the progress of our own business, that we are apt to forget that advertising is simple, and because of its simplicity all the more difficult to attain.

One of the great philosophers said that few men go so far in the field of knowledge and understanding that they acquire sufficient information to be simple; and we have not yet gone far enough in the field of understanding of advertising to acquire sufficient informtion to be simple.

But over against that, the force of advertising, the force of publicity applied to business, is all that advertising is. The force of publicity, which is the force upon which the foundations of this civilization rest, is so great that the possibilities of future work ought to inspire any man in the advertising business to look well to his tools, to understand the functions behind them, and to build up all his construction upon the principles that are fundamental.

❦ ❦ ❦

Mr. L. L. Berry is leaving The Cowan Company, Toronto, where he has been advertising manager for several years past. His future plans have not been announced.

❦ ❦ ❦

Mr. E. G. Hogarth, formerly with the McConnell & Ferguson Advertising Agency at their London office as copywriter, and for the past year and a half in charge of their Windsor branch, has been appointed in charge of the Advertising Department of the Ford Motor Company of Canada, Ltd., Ford, Ont.

Marketing

MONTHLY MAGAZINE OF CANADIAN BUSINESS

With which is incorporated
ECONOMIC ADVERTISING

Established 1908

Published on the 5th of each month

W. A. LYDIATT

Editor and Publisher

53 Yonge Street, Toronto

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VOL. XII, No. 5 JULY, 1918

NO FREE LIST

We have no complimentary or free list. MARKETING is sent only to those who pay for it. The receipt of a copy otherwise is an invitation to subscribe. Better include a subscription with your order for the 1918 LYDIATT'S BOOK. "What's What in Canadian Advertising." (See page 30), now ready.

* * *

MANUFACTURERS IGNORE MARKETING PROBLEM

The deliberations of the recent meeting of the Canadian Manufacturers Association in Montreal were strangely lacking in respect to the urgent problems of selling and distribution. Are the many questions which have been agitating the public mind in this connection of no concern to manufacturers as a body?

If the attention of the manufacturers were not so entirely absorbed in the necessity for keeping competition out of the Canadian market, more of them might realize the need for more agressiveness and greater efficiency in developing the possibilities of their home and foreign markets. Fixing tariffs so that the other fellow can't get the business is not the only, nor the best, way of getting it for yourself. It is the weak business which needs the most "protection."

* * *

WHERE IGNORANCE IS BLISS

Imagine an Advertising Committee of a Press Association which "recognizes advertising agents as solicitors of *general* advertising" yet confesses its inability to say what "general" advertising is.

Surely where ignorance is bliss 'tis "inadvisable" to be wise!

Yet such, we are told, was the report of the Advertising Committee to the annual meeting of the Canadian Press Association, after one year's deliberation over a reply to the request of the previous annual meeting that such a definition be brought down.

If the whole truth were told, undoubtedly it is a case of being unable to arrive at any reasonable definition of "general advertising" which would not leave certain Toronto newspapers up a tree. So the Advertising Committee plays their game, instead of serving the interests of the C.P.A. membership generally, as requested.

Later in its report the Committee urged upon publishers the importance of having a rate card for "general" advertising and adhering strictly to it. How can this be done if it is so difficult to define "general" advertising? How can the Committee reasonably expect publishers to observe its "standards" of practice relating to advertising agents, when it is unable to formulate the "standard" on which their recognition is based.

Two daily newspaper representatives on the Advertising Committee have on two different occasions been signatories to an agreement with advertising agencies in which "general" advertising is clearly defined—and in which agreements they agreed to allow all recognized agencies a commission on all such advertising. Evidently these agreements fall in the class of the historical "scraps of papers." For while urging other publishers to observe the Committee's standards of practice, these standards and the Committee's own agreements, are violated at will by some newspapers represented on the Committee which "finds it inadvisable to formulate any standard definition" of general advertising in the interests of publishers generally, when any such definition would interfere with the private practices of certain Toronto newspapers.

If such an important question is to be left "to the judgment of individual newspapers" why not many less important questions also? Why does the Committee so glibly ignore the definition previously recorded by it—unless to avoid embarrassing the position taken by one member of the Committee in a long-standing controversy with advertisers and agencies.

Said controversy, which as pointed out last month, adversely affects the interests of all daily newspapers in Canada, cannot be settled by any such side-stepping as this—but only on a basis of fair dealing and uniform practice. The Advertising Committee will yet find it necessary to arrive at a reasonable definition of "general advertising" as distinct from "local advertising," or its efforts to control or regulate the recognition of agencies as solicitors of "general" advertising must prove abortive.

The distinction is clear enough to satisfy any reasonably-disposed individual. "Local" advertising is that which is confined to the locality of the advertiser (consisting of retail advertising almost exclusively) while "general" advertising is that which is not confined to any one locality, but is general in extent or character, (usually advertising which aims to promote sales through third parties).

The advertiser who cannot be positively classified by so simple a distinction is rare indeed.

CLASS OF CIRCULATION

Some publishers place a great deal of weight on the "class" of their circulations. "It's none of the advertiser's business how many of my subscribers are paid up" argues one publisher. "My paper reaches the best people in the town, and whether or not their subscriptions happen to be paid up does not affect their standing."

By no means. But it unquestionably affects the standing of the paper—and that is what interests the advertiser. In considering the advertising value of a publication it is not so important to know the standing or class of those who get it, as to know the *standing of the publication with* those who get it.

Next to actually interviewing the subscribers, probably the best way for determining this "standing" is to know what inducements prove necessary to get the subscriptions, how much the subscribers pay, and how long they continue to pay it, considering always if any entra inducement is necessary to get the reader to "keep on taking" the paper.

Canvassers representing one publication are at present reported to be soliciting subscriptions on the basis of the paper being sent free "if you will pay the postage." The best people in the community might accept such an offer, but this fact would not argue class of circulation.

If the standing of the people getting a paper determines its value as an advertising medium, then the circulation manager's problem is no problem at all. He needs merely to make up a list of the "best people" in his community or field, and send them his paper, unasked or unpaid for. Even a cheap circular thrown on the doorsteps of the best homes would have the "highest class of circulation" obtainable.

Mere circulation figures don't mean much, after all, do they?

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LICENSING BENEFIT FUND RAISERS

Since last October it has been illegal to promote any entertainment or enterprise for the purpose of raising funds for patriotic purposes unless permission is first secured from the authorities.

Yet advertisers are still being asked to take space in programs and other publications which are published as a means of raising funds for this organization or that, for the benefit of soldiers or other patriotic purpose.

How is the advertiser to know just which of these schemes are licensed? And would it not be well to impose some restrictions as to the proportion of such funds which may be eaten up in "expenses?"

In England, posters, bills, advertisements and notices of a performance or exhibition for war charity must now bear the name of the charity as given in the certificate of registration, with the addition, "Registered under the War Charities Act, 1916."

Is it not about due that we be afforded similar protection in Canada? At present it seems impossible to distinguish the worthy from the unworthy, the licensed from the unlicensed, the faithful from the fakir.

Are Your "Cold Feet" Giving Comfort to the Enemy?

Germany views with satisfaction the apparent decline in morale of American business, as indicated by hesitant attitude towards business promotion.

From the Berlin "Tageblatt," Apr. 26, 1918.

"If the despised Yankee nation think they are going to win the war and force Germans out of foreign markets there is nothing to indicate this sentiment in their local and foreign advertising. Many of their advertising agencies have closed their doors through lack of patronage. Their much-talked-of captains of industry have cancelled advertising contracts everywhere. Germany and German merchants have increased their advertising space in neutral markets and at home. It pays to advertise in war as well as in peace. The farseeing merchant never stops advertising."

From the Berlin "Lokal Anzeiger," Apr. 20, 1918.

"Nothing is more acceptable to the German nation than to note the fact that the North Americans have abandoned advertising their goods in practically all of the foreign markets. In the Latin-American publications, the market which they have always tried hardest to acquire, there has been a heavy loss of advertising. A prominent Buenos Aires agency announces the fact that 83% of their United States advertisers have cancelled their contracts. This is also true in the Orient, and a careful compilation of the decrease in advertising there shows a greater depreciation than in South and Central America. In the United States itself there is not a paper which has not suffered a loss in its advertising lines, and that despite the fact that the last year showed an increase in the millionaire class of 973 individuals. In other words, the war has terrorized the American nation, but not the Germans, for a perusal of their periodicals will show that manufacturers still advertise even if they have not the goods to deliver, but with the idea of keeping their name before the public."

The Kaiser Thinks You're Scared? Are You?

MUNITIONS OF MARKETING

Beginning a regular department for the review of catalogues, booklets, folders and such other "Munitions of Marketing" as seems worthy of your attention. Put MARKETING on your mailing list, and bring to our notice any art work, engravings and printed matter "made in Canada" which you think noteworthy.

WILLS, to most people, are very dry and uninteresting and to get the public to read about the value of making wills was the problem that confronted the Royal Trust Company, of Montreal. It was decided to write a story about Wills, telling people why they should be interested; what it meant to their estates to leave everything shipshape in case they "shuffled off this mortal coil," and why the Royal Trust Company should be chosen to take charge of such work for them.

So far—good—but then came the question of form in which to send the message. It was finally decided to issue a booklet. When the printer was called in he saw that to make such a story interesting from the very start he would have to be allowed plenty of leeway in the matter. He took the story and produced the book below printing it in black and orange, with a tint on the cover.

The matter was carefully gone over and the pages laid out in such a way that each important paragraph was emphasized.

While the book was being printed he suggested to the management of the Royal Trust that they get out a special letter to go with the book—these letters to be individually written and signed. The book has been quite a success and anyone interested in wills or trust company advertising would do well to write for a copy of the book.—It bears the imprint of The Herald Press, Montreal.

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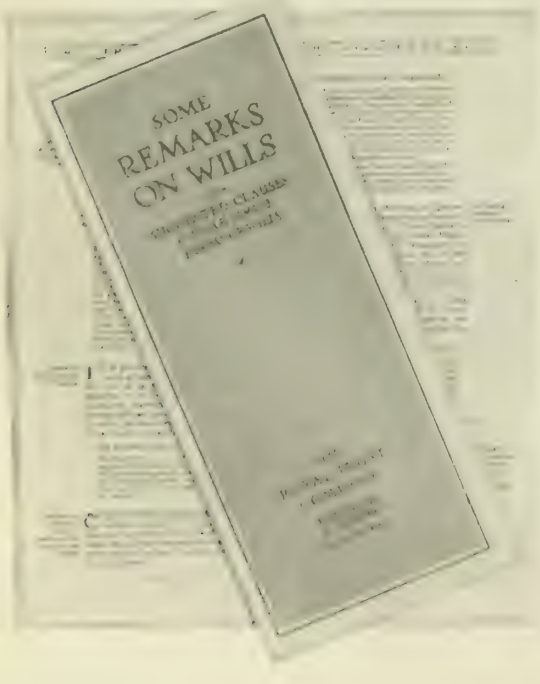


Many business firms in Canada could take lessons from the advertising promotion of The Imperial Life Assurance Company. Every now and again there comes to me a booklet or folder which is of such unusual interest that I never send one of them to the waste basket without a reading.

The other day I found a booklet "When Barlow Drops In" lying on my desk—it had to be opened and the first paragraph took me on to others and I hardly realized it until I had gone through page after page to the end. Clifford Elvins goes down to the fundamentals and puts plain human nature into his advertising and carries his story home to the heart.

The Barlow story is in that easy conversational strain and is set in type that makes it easy to read. Each page is decorated with a thumb-nail sketch dealing with the text matter, making the reading matter very interesting. These sketches are not quite up to the balance of the book. There could be more punch and life put into them.

Insurance—well, you know how it is—you don't want an insurance man coming in to "hound you to death" about a policy. There are few people who really understand insurance and that is why they don't want to invest in it. This Barlow book makes one want to know more about the policy which The Imperial Life is advertising—there is something sincere about the story, making you fill out the form on the last page.

The printers—Rous & Mann, of Toronto, helped to make this booklet a success by clever illustrations and fine typographical layout.

There is nothing on this cover to make me want to look inside the book. Fifty per cent. of the advertising value is lost. My first suggestion would be to change the cover design. A simple type arrangement would have been much better than this, but better still there are so many fine pictures or automobile settings which most any of the manufacturers would be glad to have used. A neat title with the signature at the bottom much smaller would be in keeping. The catalogue contain 28 pages. $7\frac{1}{2}$ x $10\frac{1}{2}$ and whoever compiled it had a hard time to fill the space. This book could have been condensed to 6 x 9 and have a much more attractive layout. Larger type could have been used even in the smaller sized book to make it more readable. There are several illustrations of various tops used on autos and it would have been well to name the type of car in each case. This is always interesting to an automobile owner. The name Cutten & Foster is repeated on each page heading and at the bottom the slogan "We Ship Promptly." Both get tiresome before the end is reached.

The copy is good—written in a very positive way which leaves no room for doubt as to its sincerity. It is too bad that the subject matter was so poorly handled from the printing standpoint.

Printing houses are getting to realize more every day that it is up to them to help their clients get out better printed advertising. The man who takes a job and puts it through any old way and turns back to his client merely labor and materials is on the road to failure for there are so many printers who know that much of the success of the piece depends on the layout and printing. People remember an ad more by what they see than by what they read.

♣ ♣ ♣

There comes to my desk once each month a little house organ from the House of Jevne, Los Angeles, Cal. It is about 3¼ x 6 in size and contains 16 pages of the most appetizing copy I ever read. Jevne sells good things to eat and he tells his customers about it in such a way that they

can't help but want what he has to offer. Several times I've been on the point of ordering something sent from there by mail just because he has me sold. I could probably buy right here many of the things he tells me about, but no one makes me want to buy. I go to the stores to buy groceries because I've got to eat. Jevne takes me into orchards where fine fruits grow. He has me out under the trees eating good things from his store. I go with him to the streams and lakes and come back with fish. He puts everything in its right setting and makes one buy. The printing is on Eggshell book and while it cannot be called high-class it gets across—which is the main thing. Some day some one here in Canada is going to open a mail order grocery store and sell to people through the medium of printer's ink. And the people who buy from that mail order house are going to be satisfied customers because the man who has the vision to see the big chance is going to advertise as Jevne does.

♣ ♣ ♣

I used to get McClary's Wireless several years ago and the first page I turned to was "Flashes of Wit and Humor." It was a page I could read in a hurry. Since then I am convinced that I have missed reading a lot of fine editorials because the issue illustrated here is chock full of good things.

I passed them by in the old days because they looked so dry and uninteresting. If the booklet had been set in different type or in double column arrangement with a few snappy illustrations here and there I would have read everything. The same holds true to-day.

McClary's are missing a great opportunity of making this booklet a part of the hardware dealer's monthly reading. They could use it to teach these dealers how to sell McClary products. Articles could be written from the educational standpoint—not heavy technical stuff, but written in a natural sales story form.

A little more time in the make-up, a little higher grade printing and a little better make-up would surprise McClary's with the good results.

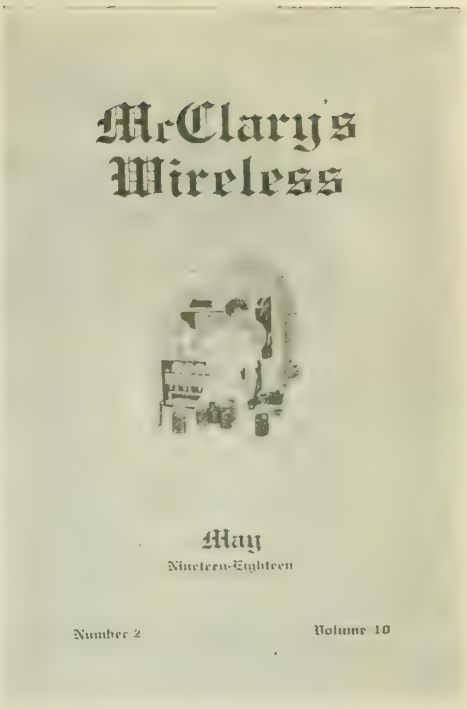
Margaret Wade has a magazine that she can be proud of from an editorial standpoint and I hope that she can make her firm see the value of a little better co-operation from their printer.

♣ ♣ ♣

A bright lot of copy spoiled by poor typographical arrangement. When I first picked it up the cover struck me as being too heavy and too far away from the subject. The McLaughlin Co. must have a wealth of fine views to choose from which could be used each month as cover illustrations. Their color ads in the Canadian magazines are usually so tasty and attractive that I'm surprised that they would put out a house organ with a cover of this kind.

The reading page is not attractive. There should be a running head throughout the book instead of having it only on a few scattered pages. An initial letter starting the articles would improve the page and if the articles were set all in the same measure they would be easier to read.

There are fine ideas in the stories and the dealers will get all kinds of helps—if they read the book. The main thing in making a house organ successful is to get people to be interested in every bit of subject matter. I find that I must talk about many subjects foreign to the business—I must get people to think

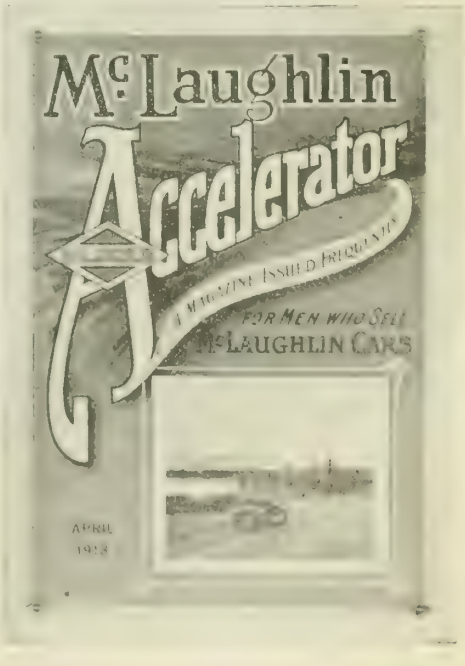


of house organs as little friendly get-to-gether magazines with a little foolishness and a lot of good sense packed away in the pages.

The house organ is really the most intimate form of advertising. It must be like the live salesman—attractively dressed, neat, sincere, clean and interesting. If built along these lines it is bound to be a success.

If I was a manufacturer and thought of getting out a house organ I would get a list of all house organs published and would write for samples asking the publishers what points they thought best about their periodical. I would then take all these samples and pick out the best points, incorporating them in my plans. Then I would go to an organization that had made a success of this kind of advertising and get criticisms of my plan and ask for further suggestions.

No doubt the McLaughlin Motor Car Co. Limited will change their present ideas many times before they



Here in Canada

RURAL CANADA

The National Farm Home Magazine

—*Gets Across!*

NOW a year old—already over its guaranteed circulation—gripping its readers with wonderful strength and virility—appealing to every member of the rural homes in Canada—RURAL CANADA is the one farm medium you must use to reach the better class of the rural people.

Canada's immense rural wealth, the rapid development of rural districts—the ever-increasing demand for every luxury, every last labor-saving or profit-making device—to say nothing of the equilibrium now regained after four years of war—all these demand more and more of your attention to this rich, responsive field.

The compelling value in the quality of RURAL CANADA—in its strength of appeal—in its far-reaching and intensive influence—combined with present facts—demands that RURAL CANADA head your Canadian list of Farm papers for the coming twelve months.

RATE 20 CENTS A LINE FLAT

based on a guaranteed average circulation of 25,000 copies monthly.

Circulation June Issue, 27,286 copies

COLOR IS AVAILABLE

You can use color in RURAL CANADA—covers in two colors every month—or in three color process when desired—write for complete information.

RURAL CANADA

The National Farm Home Magazine

TORONTO **CANADA**

Published by the Continental Publishing Co., Ltd. Also Publishers of EVERYWOMAN'S WORLD, EVERYWOMAN'S STOREKEEPER AND EVERYWOMAN'S NEEDLECRAFT COMPANION.

get what they want. Others have started the same way—some have gotten tired and quit while others have proven wonderfully successful.

♣ ♣ ♣

Mr. Paul Joubert, of Lamontagne Limited, Montreal, called me into his office the other day and handed me a copy of the book illustrated here. "You like good advertising—look over this book and tell me what you think of it." I started to go through it and then asked him if I could have the copy.

"I knew you would want to take it with you—everyone does the same thing. It is one of the finest pieces of dealer advertising I've seen. Those people know how to sell their goods. They sent us twenty-five of these books and a lot of circulars to put in our mail and to hand out over the counter. It pays them alright"—that is what he told me.

It is a sewn book of forty pages with overhang cover. The size is 5½ x 9¼. The copy— it is selling advertising to the dealer. They start off with an attention-getting cover. One wonders what is inside. The book is opened and without any of the usual "Foreword" or other useless history of the company the reader finds this:—

> "The old time practice of allowing the customer to seek his source of supply has no place in to-day's marketing methods. Modern merchandising demands, first, that the user be made entirely familiar with the line of goods you handle. Second, that he be put to the least possible effort to come into possession of his needs. Hence the necessity of advertising.
>
> He must be *sold* and *served*."

Over page the writer tells of the power of advertising—makes the dealer believe that he should do the things that McGraw Tire and Rubber Co. tell him about. Then there is a series of dealer helps—illustrated signs, banners, folders, road signs, display cards, etc. Cuts or actual samples of these are shown on the left-hand page with sales suggestions across. Thumbnail sketches show how the various pieces of advertising are to be used—nothing is left to the imagination of the dealer.

The booklet is issued by the McGraw Tire & Rubber Co., of East Palestine, Ohio. Advertising and Sales Managers will find many good points in this book if they can secure copies from the company. I shall be glad to loan my copy and start it on the rounds of interested readers.

For six weeks I've been following the advertisements of a real estate company. Every daily paper I've picked up has told me their story—told it to me because I couldn't get away from it. It stuck out from the page like a bright light on a dark night.

It was interesting, so interesting that I read it before turning to the war news and the sporting section. Going home on the car every night I found myself turning the pages looking for their ad. I couldn't help it. They had me going west.

Then they got me to believe that I wanted one of those "half acre lots with soil of rich sand loam where the finest vegetables could be raised—close to the lake with the cool breezes blowing—" Talk about pictures of home—there never was such a place as the one they told about.

No, it wasn't bombastic at all—told the story in the most sincere kind of a way, made you believe they had the goods to deliver and that they weren't saying half the nice things they could. A real sales-advertising man wrote that copy.

Could they make good? I don't know. They got me to send for the booklet describing the property and when it came to me—well, I lost all interest. Didn't even read the thing. It might have told a story as good as the advertising, but it was such a jumble that I didn't care to try and wade through it. I'll bet they put it up to one of the men in their office to get out—and turned it out to all the printers to bid on.

I lost faith in them—they didn't back up the story they had in the papers. They cheapened their proposition to me, for I was looking for a fine booklet showing beautiful pictures of the place and giving me an idea what it was like. Instead of that I got a cheap booklet. Their advertising agency made good and had me up to the point of desire, but they didn't back them up with the right kind of follow-up.

They didn't get my order.

* * *

F. P. Kuhn, Manager of A. McKim Ltd., Winnipeg office, has been elected 1st Vice-President of the Winnipeg Kiwanis Club.

* * *

Baker Advertising Agency will place the Canadian advertising of the Carnation Milk Products Company.

* * *

The Government of the Province of Alberta is running a campaign in Western papers urging the public to "Get Your Coal In NOW." It is pointed out that the railways will be unable to handle the wheat crop this fall unless the people of the Western Provinces get in the greater part of their next winter's coal during the summer months. The advertising was prepared and placed by the Winnipeg office of A. McKim Ltd.

* * *

H. C. Havard, formerly with the Winnipeg *Free Press*, and later with the Winnipeg Electric Railway as Director of Publicity has gone to the Vancouver *Sun*. F. H. Williams of the *Free Press* replaces him with the Railway Co.

* * *

As the result of a fire which put its plant out of commission the Winnipeg *Telegram* has suspended publication.

Canada's Greatest Selling Force

EVERYWOMAN'S WORLD

THE ALLY OF THE RETAILER

CANADIAN retailers have in EVERYYWOMAN'S WORLD their strongest ally.

An average of one in every seven English-speaking homes throughout Canada from Coast to Coast is reached by EVERYWOMAN'S WORLD. The best class of women in every community are paid in advance annual subscribers.

EVERYWOMAN'S WORLD has gained this dominating position among magazines in Canada because of its practical service to women. It is read and loved by its subscribers, their families and friends.

These subscribers—the leaders in each community—use the editorial and advertising columns of EVERYWOMAN'S WORLD as a guide to their purchases for themselves, their families and their households.

Retailers throughout Canada realize the tremendous influence of EVERYWOMAN'S WORLD in their own districts.

Through "EVERYWOMAN'S STOREKEEPERS," the valuable supplementary service given our advertisers, we keep the retail trade informed on the advertising being done in their behalf by manufacturers whose goods they handle.

They realize that goods and products advertised in EVERYWOMAN'S WORLD are the goods most desired by their customers; that the products advertised therein find the readiest market among customers and prospective customers.

EVERYWOMAN'S WORLD has been tested by leading advertisers and declared good. They use EVERYWOMAN'S WORLD regularly because it delivers the most circulation of the best quality for the least money.

Send for the facts.

CONTINENTAL PUBLISHING CO., LIMITED

CONTINENTAL BUILDING

TORONTO ONTARIO

(*Continued from page 13*)

from other excellent advertisements, and therefore negative in its effect.

To make a success of a campaign to sell such a tremendous article of merchandise as a three-billion loan, the advertising employed must have a common motive, and a common method. It must be done by men who have profoundly studied the matter. It must be so extremely carefully applied to the public as to arouse a sense of the need of the Government and men's responsibility. It must make an irresistible appeal for a specific, and specified, act; and it must give the reason why—one reason, why, not many.

No man can sit down and in a few hours formulate a campaign for such an advertising task as this; but many of the advertisements used were manifestly written without any thought at all.

There is far too much advertising for this Loan. Not too much in volume, and not too much as to its cost. But too many kinds of advertising. People are bombarded with pleas so different as to destroy all impulse for action. There should have been but one poster, for example, and that should have been so brutal in its appeal as to have made lookers tremble, quake, shudder—and act. This should have been displayed several times on every city block, so that the most careless and indifferent would get a blow in his face every few moments as he walked any street anywhere in America.

So also of the newspapers and periodicals. There should have been in them but one advertising motive, and that should have been slammed into the consciousnesses of readers until they cried out in agony—and stopped at the nearest bank to subscribe for the Loan.

Such a campaign of advertising can be made; but it cannot be made by hundreds of people, working without leadership, and producing advertising that is co-ordinated by nobody, and is not directed at a common objective through sympathetic methods.

The Work of the Press Bureaus

Typical of the work done in handling press publicity other than the display advertisements, is that of the News Division of the Liberty Loan Committee of the Second Federal Reserve District, which includes New York City. A staff of forty-one reporters, special writers and copy editors was organized, every one of whom had long training on New York newspapers. The work was divided into six divisions—news, class and trade publications, financial, district, newspapers, magazines and women's features—to cover adequately the varied requirements of the 2,136 publications in the District. The first three were a news group, the second three a specialty group.

Plans for the work of each division were worked out carefully and in conferences similar to the editorial conferences held every day in every newspaper office, each division being in direct charge of a chief.

The news division was of course by far the most important. It included the majority of men and women who go to make up what might be termed the "city staff" who gathered information about Liberty Loan activities and collected facts for special stories and magazine articles. This staff was in charge of an assistant manager, whose work corresponded to that of a city editor of a large metropolitan newspaper, he gave out assignments to his men, heard their reports after they have covered the assignments, specified the space in which they were to write their stories and shape in which they were to be put preparatory to sending to the papers in the district. All copy was carefully edited by experienced copy readers with a view to its final destination and separate services were maintained for afternoon and morning newspapers, as well as for weeklies and Sundays.

For class and trade publications there was an editor who devoted his time especially to religious papers, a trade-paper editor, fraternal and labor-paper editor, and an editor to handle matter for house organs. The work of these men consisted chiefly in revamping news stories and preparing special articles to meet the needs of the various publications.

The division which served newspapers in the district outside of New York city was in charge of a chief and also had a staff of reporters. Each reporter was assigned to one or two district chairmen, kept in touch with them, and interviewed them and got information for stories from them, studying the newspapers in his district and preparing his matter with special reference to their needs and requirements. This division also provided editors with specially requested stories, with editorials, and with boiler-plate service. Every week a page of news, editorials, cartoons, and photographs was prepared for the Western Newspaper Union, which offered it to every weekly newspaper in the district. Besides this, a daily service for the daily newspapers outside of New York city was provided by this division. The financial, the magazine, and the women's-feature divisions were managed in a similar manner.

To each of the committees into which the Liberty Loan committee was subdivided a reporter was assigned to follow its activities day by day. The most important booths and meetings were "covered" by members of the staff.

Developments out of the routine had men assigned to them, just as a newspaper would assign reporters. Assignment schedules were kept, and as each reporter came in from his work he got his instructions from the "city editor" as to what he should write and how much.

When it had been written it was edited, and then was sent to the mimeograph room. There it was divided into "takes" of 100 or 200 words, as the case might be, so that each stencil cutter might turn out his stint in not more than fifteen minutes.

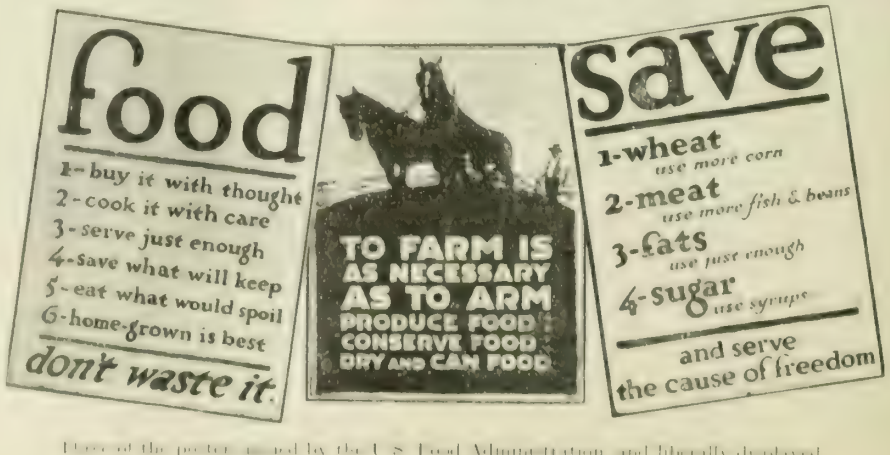
From the stencils the matter was mimeographed as rapidly as a newspaper puts out an extra edition.

In the course of the campaign more than 2,000 news stories were handled in this way. They ranged from 100 words to 1,000 or more. The whole number of words was perhaps 1,500,000. This service went not only to the metropolitan newspapers and news services, but to such daily papers outside the city as wanted it.

As an instance, the meetings on the steps of the Sub-Treasury, where men prominently before the public addressed enormous crowds was one of the outputs of the feature division, as was the Liberty Bell speaking in City Hall Park every day. The speakers arranged for by the feature division drew great crowds, one of them estimated at 20,000. But the newspapers, furnished with photographs taken on the spot and fully notified in advance of the features of the meetings, took up the story and spread it before the 13,000,000 persons in the Second Federal Reserve District. All the papers, those which did not cover the meetings because of their out-of-town locations, as well as those in the local field, were furnished with full reports of all the happenings.

The service bureau was by no means an unimportant feature of the publicity work. It was the province of this bureau to devise means by which to attract attention to the Liberty Loan drive. It arranged for outdoor displays in the form of novelty advertising, meetings, parades, and special "stunts" that tended to couple the thought of the Liberty Loan with the daily life of the people, bring home the realities of the war and the necessity for subscribing to the bonds.

The Liberty Loan Committee of this district paid great attention to outdoor advertising. More than 150 novelties, methods, and devices to insure patriotic reminder of the bond-buying duty were prepared, and scattered over the entire district to the enormous number of 66,500,000, or more than five pieces to ever one of



Three of the posters issued by the U. S. Food Administration, and liberally displayed in store and public places

the 13,000,000 inhabitants. They consisted of advertisements, arm-bands, auto-markers, billboards, cards, car-cards, folders, foreign language appeal, franked cards, handbills, inserts, lantern-slides, motion pictures, novelties, pamphlets, pasters, posters, placards, rubber stamps, bill-board signs, electric signs, printed slogans, stickers, theatre programmes, transparency covers, window hangers, and window displays. There were book-marks to the aggregate of 2,500,000, milk-bottle tops 15,000,000, book matches 11,000, and envelope stamps 8,000,000.

The advertising division has about 250 high-class men, released by their firms for this work, soliciting advertising space for the Liberty Loan from about 10,000 firms, representing every line of business and trade in the city. Groups of smaller firms were formed in eighty-five different industries in New York city to contribute pooled advertising.

The Advertising Division

Entirely distinct from this News Division was the Advertising Bureau which had charge of all display advertising. There were more than 500 workers, released by their firms for this work, preparing copy, soliciting advertising space, etc. The work of this bureau was divided under six divisions, copy, space, supply, direct advertising, art and printing.

The duty of the copy division was to solicit the advertising copy from advertising writers and agencies and attend to all details of make-up, lay-out, and planning. It furnished proofs, mats, and electrotypes of ads to advertisers.

The space division secured advertising space, or money to purchase it in all publications. It supervised the work of all outdoor advertising media, including car cards, etc. 250 advertising solicitors were busy for more than a month, obtaining space and contributions for space. An important branch of the work was a thorough canvass of the eighty-one trade committees who were solicited for pools for advertising.

So successful was the space division in its work that the large dailies in the Second Federal Reserve district averaged about one full-page ad. every day during the campaign. The banks of Manhattan, Brooklyn, and The Bronx deposited sums which were at the disposal of the Liberty Loan Committee for advertising purposes during the drive.

The supply division managed the distribution of all the posters, pamphlets, index cards, and, in fact, all publicity matter in the district.

The direct advertising division prepared copy for all folders, and circulars.

Working in the art division were some of the best-known illustrators and artists from newspaper offices and advertising agencies in the East. Their work was augmented by contributions from James Montgomery Flagg, Howard Chandler Christy, and other magazine men of note.

The printing division, performed the same functions as a contractor who sublets jobs to firms submitting the lowest bids. At least three bids were obtained on each printing job. The division furnished specifications

The Crop Reports
of
The Winnipeg Free Press

have been recognized for over twelve years as containing the most authoritative information available concerning Western Canadian conditions.

At the present juncture when production is playing so vital a part in respect to the future, not only of Canada, but of the entire civilized world, accurate information of this character is necessarily of extraordinary interest and value.

The fourth Free Press Crop Report for the current season has recently been published. It indicates that the grain has successfully withstood the unfavorable climatic conditions which have prevailed throughout the spring and is on the whole in an exceedingly promising condition.

If you would like a copy send in your name and address and it will be mailed to you free of any cost.

Should your interest in the Western Canadian field include the consideration of an advertising campaign we would suggest that you get in touch with some recognized Advertising Agency, any of whom will be glad to furnish you with full information concerning not only the Free Press, but all other desirable mediums in the territory you wish to reach.

Manitoba Free Press Co., Limited
WINNIPEG

Toronto Representative:
E. J. GUY
320 Royal Bank Building

ARE YOU WATCHING **WINDSOR** and Border Cities Grow?

Population Now 40,000

The Windsor Record

Only Canadian Daily Within Fifty Miles

10,395 Daily Average Circulation for May

RATES (Plate)

Under 1,000 lines - -	3½	Over 5,000 lines - -	2½
Over 1,000 " - -	2¾	" 10,000 " - -	2¼

JOHN A. McKAY, Publisher

Sixty-Five Pages Sold
Seven More to Sell

Seventy-two pages of full color advertising for the year is a record of which any monthly magazine would be proud.

Color Advertising

dominates a magazine and is enormously stronger in pulling power than one-color copy—Great National Advertisers have proven this statement to be true.

If you are interested in Color Advertising, let us send to you our portfolio of color pages appearing recently in our magazine.

CANADIAN HOME JOURNAL

TORONTO, CANADA

Whiting Special Agency, 373 Fourth Ave., New York

for all jobs, and made up dummies for all pamphlets turned out by the department.

The Publicity Department of this (New York) District prepared and put out 34,274 advertisements, containing 11,253,620 lines of advertising, and it is figured that enough additional ads were used to bring this total up to over 13,000,000 lines.

Practically 99 per cent. of the advertising was paid for by private interests. Many men ,and firms contributed to the Committee sums of money outright for expenses and advertising, while hundreds of other firms and corporations contributed their contract space, or space bought outright by them. More than 3,000 firms and corporations are said to have thus contributed, and more than 300 publications of different sorts contributed space free to the Committee. The number of lines of advertising, as compared with the other two loans, was approximately: First loan, about 1,500,000 lines; second loan, about 3,000,000 lines; third loan, about 13,000,000 lines.

When the copy for this vast amount of advertising was prepared, it was first approved by the heads o f the Committee, then set, and proofs in 500 and 1,000 lots were pulled. In this way, over 150,000 proofs were sent out, because these proofs were distributed throughout the district for the use of the various publications. Mats were also made of different ads and these were sent to such papers as were ready to use them.

Victory Appeal of Copy Won.

An analysis of the ads used showed that the patriotic and human interest appeal were the most popular, rather than the investment feature. The copy was made to prepare the reader for the appeal to be made later by the workers., not as a direct sales campaign. It was a publicity campaign, to teach the value of patriotism, and was made as a general appeal to all classes. There could be no classification of prospects, as in a department-store ad; everybody was a prospective purchaser.

Then, again, the Committee considered it was restricted to an extent by the fact that it was a semi-official body, and statements in the ads would have that official flavor. The general tone adopted was that of Victory, and no appeal was made to the people with a single flavor of revenge in it. That the idea was successful is borne out by the fact that it is estimated that 5,000,000 people in this district were purchasers, and that this district subscribed over 110 per cent. of its quota, while another district that appealed to the revenge feeling almost entirely in its advertising, only reached about 85 per cent. Still another feature in connection with the advertising is the statement of bankers, corporations, merchants, and others, who contributed either money or their space, that the advertising not only helped the loan, but it also helped their individual businesses.

"Dustin' Shelves"

I heard the story of a young man, the other day. It had so valuable a lesson in it that I want to pass it on.

As the hero of the tale now holds a high position in one of the leading hardware houses of the Coast, I will call him Henry for short, because that is not his name. Several years ago Henry was a warehouse boy, in the same concern, at five dollars a week. And he had vegetated in that one job for five years.

One morning a friend of Henry's dropped in—a man who uses his head for thinking purposes, rather than as a mere appendage to a roll-top hair cut.

Henry was not in good humour. It was too early in the morning. Henry got to be one of those agreeable folks that don't love their fellowmen until after ten o'clock.

"How are you, Henry? How's business?" asked the visitor.

"Rotten!"—with a growl. Here I've been for five years dustin' shelves—nothin' but dust shelves the hull bloomin' time. No raise! No promotion! Still dustin' shelves! I'm sick and tired of it. I'm goin' to quit and go some place where they'll give a man a show.

"Dusting shelves?" echoed the caller, astonished. "You haven't been dusting shelves."

"Have too. Guess I ought to know."

"But you don't. You have been reading a hardware catalog all these years. How much have you learned from it?"

"W'atcher mean? I hain't seen no catalog."

"Why, these shelves are your catalog. Every article right before you, life-size. Here, what are these?"

"Ship's augers, I guess."

"What do they cost?"

"I dunno."

"What do they sell for?"

"I dunno. They never tell a feller nawthin' here."

"Yes, and some people don't learn without being told—not even in five years. Why are these augers that funny shape?"

"I dunno."

"Where are they made?"

"Says Pittsburg on the box."

"Yes. What sizes do they come in?"

"I dunno."

"Look on the boxes and see."

"In sixteenths."

"Yes; now what are they used for?"

"I dunno."

"So you have handled those augers day after day for five years, and have never learned anything about them? Do you see now why you haven't been promoted?"

"Well, I begin to. Do you think it's too late to begin to study my catalog now?"

"Never too late to learn. Begin now."

"I will. And thank you for showing me what a stupid ass I have been all these years."

And that is the story of the beginning of Henry's rise to a place of power, influence and fortune.

—*The Business Philosopher.*

* * *

Canada had a great representation at the Convention of the Rotary Clubs in Kansas City last month. More than 50 Toronto Rotarians made the trip.

CREED
of Ottawa Retail Merchants on Newspaper-Advertised Goods

"We therefore express our preference for advertised goods, and such articles as are advertised in The Journal Dailies will have preferred attention by us in the way of displays in our windows and stores and recommendation by our clerks."

The above is from the "Creed of Ottawa Retail Merchants" signed by two hundred and seven leading retailers in all lines of trade. These retailers stand ready to co-operate as above with the manufacturer who stands behind his goods with Journal advertising. Being Ottawa retailers, naturally they commend The Journal Dailies as the advertising medium. They place more of their own space in The Journal than in any other Ottawa paper.

The Journal Service Department has been used by many manufacturers in promoting retail co-operation. It will serve you without cost if you are an advertiser. Write us, or to any of our branch offices.

The Journal Dailies
OTTAWA
Dominant Mediums at the Capital

Toronto Branch Office: J. B. Rathbone, Manager, 95 King St. East.
New York; Chas. H. Eddy Co., Fifth Avenue Building.
Chicago; Chas. H. Eddy Co., Peoples' Gas Bldg.
Boston; Chas. H. Eddy Co., Old South Bldg.

HAS it occurred to you that posters might be planned to secure greater prominence and more persistent publicity for your present appropriation? Or that a timely poster display might give the needed punch to the campaign you have planned? Let's talk it over.

A.R. KENT

Outdoor Advertising
Everywhere in Canada

Kent Building
TORONTO

13,000 People in London, Ontario applied for $6,505,600 Victory Bonds last November :: More than one to every home.

More than every sixth person in London subscribes for

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Your copy of the A.B.C. Auditor's Report is ready. A post card will bring it by return mail.

Business is Good in Kitchener

The 130 factories in Kitchener and Waterloo—the Twin City—are bristling with busy-ness; and the stores reflect the free-spending ability of the people.

THE NEWS RECORD

(Member A. B. C.)

Conveys the advertisers' message direct by carrier into 3750 homes every afternoon. Impossible to get an advertising appeal to many of these homes in any other direct and effective way.

Rates and circulation data from any good Advertising Agency.

Government Assured a Square Deal

AS was to be expected, following the publication in MARKETING of the views of representative publishers throughout Canada, the Canadian Press Association at its annual meeting last month went on record as favoring the handling of all Government advertising through regular trade channels and at regular commercial rates.

The efforts of a few publishers to enforce unreasonable and excessive rates for Government advertising, also the attempts of the last year and a half to insist on the placing of all Government advertising *direct*, (not subject to usual agency commission) were roundly condemned. The resolution passed in June, 1917, requiring that the Government pay a surcharge for the services of the publishers' agents, when such services were employed in connection with Government campaigns, was rescinded after considerable discussion which showed a very general agreement with the point of view urged in recent issues of MARKETING.

The deliberate rescinding of this objectionable resolution, of course, means, in effect, that by almost unanimous agreement the publishers of Canada favor the handling of Government advertising through their advertising agents at regular commercial rates, without any surcharge, should the Government desire to utilize the services of any of those agents. It was even considered recommending that the Government employ the agents on this basis, but this was thought to be unnecessary under the circumstances.

In view of this action any arrangement such as was effected for the handling of the Victory Loan campaign last fall, will now be out of the question. Under that arrangement the Government was required to pay a surcharge amounting to ten per cent. of the expenditure for space. The publishers have now taken the position that this surcharge is unwarranted, and they have withdrawn from the position taken a year ago of recommending it, in fact may now be considered as *disapproving* of any such arrangement.

So strong was the feeling of the members on this question that a resolution was passed unanimously recommending the immediate discontinuance by the King's Printer of all advertising in publications where discriminatory or excessive rates were being charged the Government; or in those publications where regular rates were not quoted: and that instead of placing advertising in these offending publications upon the basis of an arbitrary rate according to circulation, all Government commercial and propaganda advertising be withheld from these publications until such practices are discontinued.

A feature of the meeting were the conferences between the various sections and the advertising agencies, aimed to promote more cordial relations and more effective co-operation in the promotion of press advertising. Committees were appointed to go further into proposals for more definite development work.

Changes in the minimum requirements necessary to the recognition of advertising agencies were recommended by the Advertising Committee and adopted by the meeting. As revised they read as follows:

(a) That the principal or principals of the agency shall be men of good business character.

(b) That the principal or principals of the agency shall have such experience in advertising as is likely to insure good service to the agency's clients.

(c) That the principal or principals shall not be the paid employee or employees of any advertiser or publisher.

(d) That the agency shall maintain an adequately equipped office for the sole purpose of conducting an advertising agency business, and shall not have any connection or affiliation with any other business either in its principals or employees.

(e) That the agency shall have at least three general advertising accounts (exclusive of real estate and other accounts of a speculative nature), each running in three or more Canadian cities and each with a definite appropriation of at least $1,000 a year.

(f) That, as evidence of the agency's promotion work, at least one of the three accounts referred to above shall have been created by the agency.

(g) That the agency shall have financial resources in proportion to the amount of business it is placing and sufficient to enable it to pay publishers promptly, the minimum surplus to be $10,000; provided only that in cases where the surplus is below that figure the Advertising Committee may accept bonds of responsible parties for the difference between the actual surplus and that figure.

(h) That the agency shall commence, immediately after recognition is granted, to use the C. P. A. Standard Form of Contract in placing business with publishers.

It will be noted that one of the primary requirements is that the principals shall have such experience as will insure good service to the agency's clients. This is opposed to the contentions of a few publishers that agencies are not paid a commission to render service to advertisers.

Another requirement that "the agency shall have at least three general advertising accounts" is very indefinite in view of the Committee's confession of its inability to define what a "general" advertising account is.

The controversy between certain Toronto newspapers and advertisers over the non-allowance of commission on general advertising originating in Toronto came in for lively discussion in the sessions of the Daily Section, from which it was clear that publishers in sympathy with the stand taken by these Toronto dailies are few and far between. Attempts to justify their arbitrary stand proved unconvincing to their brother publishers.

W. J. Taylor of the Woodstock Sentinel-Review, with a record of twenty-five years' membership without missing a meeting, was elected President for the ensuing year.

Steady Consistent Growth

THE CITIZEN to-day, selling at 2 cents per copy, has a larger **net paid** circulation than it had 15 months ago when it was a One cent newspaper.

The **net paid** daily average circulation of THE CITIZEN for the 6 months ending:

March 31st was 28,506 (See A.B.C. Statement)
April - 29,963 May - 30,014

THE CITIZEN's circulation covers the bulk of the substantial middle-class population of Ottawa and its trade radius—the multitude of worth-while people who earn a good living, save money, and buy good merchandise—the rank and file who constitute the backbone of this territory's tremendous buying power.

There is another growth, very real and tangible. THE CITIZEN's 75 years' growth in prestige and influence. THE CITIZEN is not merely read—it is respected and looked to for leadership. THE CITIZEN protects legitimate advertisers as well as its readers by refusing to publish all liquor, all medical, semi-medical, and other advertising that should not be found in a clean home newspaper.

EVENING **THE CITIZEN** MORNING

OTTAWA, ONT.

Members A.B.C.

Ottawa's Foremost Newspaper.
Official Organ Retail Grocers Assn.

W. J. TAYLOR
Publisher Woodstock Sentinel-Review
Elected President Canadian Press Association at its annual meeting last month

W. M. Findlay, for several years with the Gibbons Agency in Toronto and Montreal, but since 1915 with the Willys-Overland Company, Toledo, as editor of their house organ, has entered the service of Uncle Sam, and left recently for Camp Sherman. Mr. Findlay enlisted in Canada but was turned down for slightly impaired vision. He has made the "Starter" one of the most successful house organs in the automobile field.

POSITION WANTED

Advertising man who has had some retail advertising experience desires a change. Is a practical printer, experienced in copy writing, layouts, display, proof-reading and reporting. 27 years of age, married. Ask to see samples of his work. Apply c/o Editor MARKETING.

HIGHEST GRADE

ELECTROS

AND

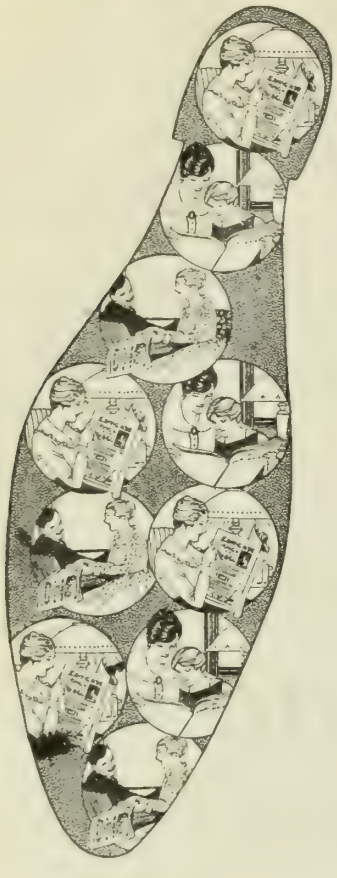
STEREOS

PROMPT and EFFICIENT SERVICE

Rapid Electrotype Co. of Canada, Limited

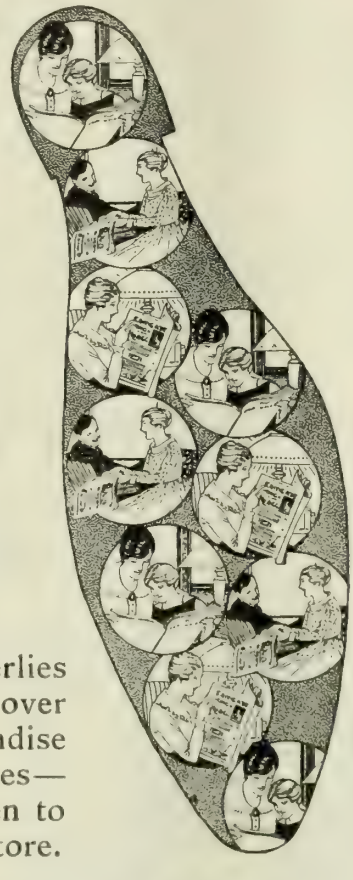
MONTREAL TORONTO LONDON WINDSOR

Turning Steps Toward The Stores Where Your Goods Are On Sale



Before people will buy an article they must first want it. The quickest way to make them want it is to show it to them either actually or in a picture.

As an example, take phonographs. Millions upon millions of *pictures* of phonographs carried into homes by the magazines have resulted in thousands upon thousands of *sales* of phonographs in the stores. First the picture, then the sale.



The Butterick Quarterlies are filled from cover to cover with pictures of merchandise that can be bought at stores—pictures which decide women to buy before they enter the store.

Are your goods pictured in the Butterick Quarterlies? Do you create the desire for your goods by advertising to the women when they are making up their shopping list from the Butterick Quarterlies?

As soon as the Butterick Quarterly enters a home it begins turning the woman's steps toward the store. Does she enter the store already thinking favorably of your goods on sale there side by side with your competitor's? If not, may we discuss with you plans by which you can show *your* goods in word and picture to 160,000 Canadian women before they visit the stores where your goods are on sale?

Canadian Butterick Quarterlies

Rates and other particulars from

MANAGER OF ADVERTISING - - - - - 53 YONGE ST., TORONTO

WINDSOR, ONT., TO HAVE A NEW DAILY

Following a number of suspensions and amalgamations among the daily newspapers of Canada comes news of an entirely new daily newspaper which it is reported will soon start publication in Windsor, Ontario. W. F. Herman, proprietor of the Saskatoon *Star* and *Regina Post*, with a reputation as one of the livest and most aggressive publishers in Canada, is behind the project. The next couple of months will find the *Border City Star*, as it will be called, in the field, competing with the Windsor *Record*, long the only daily in this thriving, growing community.

Commencing with July 2nd the St. Thomas *Times* and St. Thomas *Journal* have appeared as the St. Thomas *Times-Journal*, an amalgamation by which still another Ontario city gets into the one-daily-paper class.

Smith Form-a-Truck advertising, Grace Motors Limited, Toronto is being placed by the Baker Advertising Agency.

Raymond Atwood, manager of the Toronto branch office of the H. K. McCann Company, advertising agents, since it was opened four years ago, has left to join the U. S. service. He is succeeded by L. J. Cunniff.

E. Sterling Dean is back at his desk after several months' illness.

B. C. Fruit & Farm Magazine has been re-christened the "B.C. Farmer."

Maclean's Magazine and Farmer's Magazine will be published in enlarged size, 4-column page $9\frac{3}{8}$ x $12\frac{1}{2}$, commencing with next January issues.

Quite a company of Toronto advertising men will be found making their way week-ends this summer to Bala, Muskoka, including H. M. Tedman of the Gibbons' agency, W. G. Rook, publisher Canadian Home Journal, Chester McDiarmid, manager Toronto News, John Blackhall of Dominion Express Company, Edgar Guy, Toronto representative of the Winnipeg Free Press and other Western dailies, and the editor of MARKETING.

Charles. C. Nixon, Vice-President of the Continental Publishing Company and Advertising Manager of Everywoman's World since it started publication nearly five years ago, has severed his connection with that organization.

The Toronto Advertising Club will not be represented by any of its members at the San Francisco Convention of the Associated Advertising Clubs of the World, no one apparently being able to spare the necessary time or overcome the desire to own more Victory Bonds. Four members of the London Advertising Club will attend the Convention, while the Montreal Publicity Association will be represented by three members, including the President F. W. Stewart who is scheduled to address the Convention on "Canada and the War."

POSTER ADVERTISERS MEET

At the annual meeting of the Posters Advertising Association of Canada, held in Chatham, Ont., June 23rd, E. C. Gould of Brantford was elected President. The other officers are Pat B. Donley of Simcoe, Vice-President, and W. W. Scane, Chatham, Secretary-Treasurer. The Directors are the officers and P. A. Williams and J. W. Thomas of Montreal; E. L. Ruddy, Toronto; Fred Hodgson, Collingwood; T. H. Manley, Sarnia; J. M. Walker, Winnipeg. The business sessions were held in the Armouries, and about 125 attended. It is reported that a further increase in rates was decided upon to take effect shortly.

"DOLLAR WATCH" FINDS CLEAN COLUMNS BEST

The makers of the famous "dollar watch," Robert H. Ingersoll & Brother, were the first big advertisers to announce that they intended to select advertising mediums primarily on the basis of "clean columns." Many advertisers have preferred carefully censored advertising columns, but none ever before made this feature the prime basis of medium selection.

The Ingersoll company has recently reported that they are pleased with results after a year or more under this plan. In some cases to be consistent they had to use newspapers locally rated as second or third best—but all have proved good business getters. The company reports that its dealers also have been influenced by its example, with the result that newspapers, assailed by both the manufacturer and the retailer have many of them gone far towards eradicating disreputable advertising from their columns.

CALIFORNIA GRAPEFRUIT NOW ADVERTISED

About 80 per cent. of the growers of Sunkist Oranges and Lemons are now also producing grapefruit. The crop has been negligible until this year, but recently the growers have organized the California Grapefruit Club and entered upon a small advertising campaign. 25,000 colored cards featuring grapefruit have been printed, 3,000 are being used in street-cars of Pacific Coast cities, and the remainder are being distributed to grocers of the territory for store displays. It is estimated that California grapefruit production will double in the next five years, and the growers plan to enlarge their publicity accordingly.

The Winnipeg Free Press issued a special 16-page supplement on May 17th, devoted to a description of the new Bank of Hamilton building in Winnipeg, and carrying advertising of firms having to do with its construction and equipment. The Free Press is sending advertisers a series of bulletins analyzing the market served by its circulation.

SALT BANKS FOR KIDDIES

A salt company distributed cardboard banks in which children could "Salt away their pennies," as the label suggested. A given number of these banks went to dealers with each barrel of salt delivered.

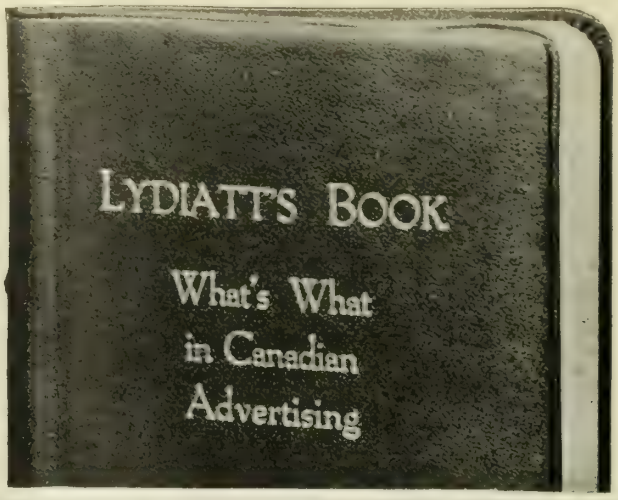
The July Sixth Number of Canadian Courier carries more advertising than any Regular Number issued since the war broke out, and more than any previous July Number.

The July Sixth Number of Canadian Courier goes out to more than 52,000 paid subscribers. Subscribers are voluntarily renewing their subscriptions at the rate of two thousand a month.

These facts reflect the opinions of our advertisers and of our subscribers.

A million and a half "Couriers" are sold for the next year. Will they carry your advertising message?

Answers Your Advertising Questions



Canadian Advertising and Marketing Data

Accurately compiled and conveniently condensed and arranged in the independent and wonderfully complete

LYDIATT'S BOOK

"What's What in Canadian Advertising"

1918—5th Annual Edition **$2.00 a Copy**

More accurate and complete information as to rates and circulations of all publications than is found in the files of many agencies. Hundreds of the largest advertisers and agents in Canada, the United States and England rely on it very largely for the information they need in selecting mediums, making contracts, preparing copy, investigating the market. Even the best informed find it a dependable, time-saving, ready-reference. "We find it absolutely necessary in our work," say the advertising agents of Ivory Soap, in ordering this year's edition.

AUTHORITATIVE RATE BOOK OF CANADIAN ADVERTISING MEDIA

Many changes in rates, in closing dates, publication sizes, frequency of issue, and in the relative standing and costs of competing mediums make important new market statistics—literally hundreds of details and changes necessary to bring your information up-to-date—all accurately recorded and conveniently arranged in this wonderfully comprehensive little book.

A handy, pocket-size, leather bound book, containing all the facts and figures busy advertising men constantly need. Everywhere recognized as the authority on Canada's advertising mediums. Not an agency directory or catalogue, but an absolutely independently compiled data and rate book for advertising buyers. Order your copy now.

Sent postpaid, on receipt of the price, $2.00

W. A. LYDIATT, Publisher

53 Yonge Street, - - TORONTO

ADVERTISERS' COMPLETE GUIDE TO THE CANADIAN MARKET

Characteristics each province and principal cities, describing their industries, resources, etc.; census manufacturers and agriculture, statistics population, (distribution race, religion, ages, occupations, earnings, urban and rural, dwellings and families, etc.); bank clearings, customs revenue, building activity, number autos, retail stores, industrial payroll, etc., by cities; imports and exports;—thousands of conveniently condensed, up-to-date figures indicating trade conditions and market possibilities.

ACCURATE DATA CANADA'S ADVERTISING MEDIUMS

Correct 1918 advertising rates, most reliable and complete circulation figures (indicating local, out-of-town, net paid and gross average separately, compared with year previous); column sizes, etc., all daily newspapers; which use mats and unmounted plates; similar data all magazines, agricultural, religious, trade and other class publications; cost poster and street car advertising by cities, number posters required, etc.; valuable suggestions for handling window displays, sampling, demonstrations—all facts essential to intelligent handling of advertising appropriations.

VALUABLE REFERENCE FACTS

COPY-WRITING, ENGRAVING, TYPE, DISPLAY, PROOF-READING, ETC.

Preparing copy to suit medium; selling power various kinds copy; description, specimens, cost various kinds engravings and how to order them; hints type selection with handy specimens most popular display types; table words per inch various type sizes; paper and envelope sizes; printing costs; proof-reading marks; color laws; uses and costs electrotypes, stereos, matrices, etc.; postal rates; customs charges, trade mark and copyright regulations, express rates, etc.—all things needful to know yet hard to remember, conveniently combined in the one book.

A. B. C.'s TRIBUTE TO CANADA

The report of the Board of Directors to the annual meeting of the Audit Bureau of Circulations, held in Chicago June 6th and 7th, paid special tribute to the recognition accorded the principle of audited circulations by the publishers of Canada. Fully eighty per cent. of the more important publications of Canada, the report stated, were members of the A.B.C.

A resolution recommending the election of a Canadian member to the Board of Directors was carried unanimously.

Heretofore an exception has been made in the case of Canadian publisher-members by which subscriptions more than twelve months in arrears were included with "paid circulation" figures. A ruling was adopted under which Canadian publications will after September 30th, 1918 be on the same footing in this respect as United States publishers—no subscription over twelve months in arrears being classed as paid circulation.

Edward S. Babcox of the Firestone Tire & Rubber Co. was elected President. On the night of June 7th a joint dinner with the Association of National Advertisers was held, crowded to capacity by advertisers agents and publishers from every section of the United States and Canada. Col. John F. Currie, M.P., was one of the speakers and was given an ovation.

♣ ♣ ♣

MUSIC AN ESSENTIAL

Distributors and manufacturers of musical instruments and merchandise have been carrying on an energetic propoganda to combat the idea that the musical industry is a non-essential one in war-time. It was so considered by the Canadian Government at the outbreak of war, in that no provision was made for military bands for the various Canadian units. But the absolute need of music was shortly realized, and within six months every unit had its own band.

This experience has been repeated with the American authorities who at first placed musical instruments third in a list of three hundred so-called non-essentials which it intended to restrict and tax. But this decision was later modified when the case for music, its value in the life and morale of the nation at war, was presented.

In furtherance of this idea the Edison Company, through its Canadian distributors the R. S. Williams & Sons Co. Ltd., is endeavoring to secure wide publicity for a motto or slogan reading :

"SEE IT THROUGH"
Money, Food, Soldiers' Needs
and in the Home—Music

This is furnished on a display card, also in the form of envelope enclosures and electros for use in newspaper advertisements..

♣ ♣ ♣

The Winnipeg and Western Grocer issued a special Spring Outlook Number of 164 pages and cover in April, fully two-thirds of which is taken up by a representative showing of advertisements. For a publication which is only eighteen months old this is a most creditable showing.

♣ ♣ ♣

The Hamilton *Herald* is changing to a 12½ em column.

ABOVE-BOARD CIRCULATION

Publications listed below merit special consideration because their circulation records are subject to regular and rigorous examination by the Audit Bureau of Circulations. Present day advertisers want to know more than vague figures indicating volume of circulation. They want complete details, including facts indicating value. Bills for all other purchases are carefully checked to verify delivery; why not advertising bills similarly? The figures quoted below represent average circulation as may be verified by each publisher's latest report. A complete analysis, including all essential facts, is given in detail in complete A.B.C. Report which should be secured from publisher.

✣ DAILY NEWSPAPERS ✣

Calgary, Alta., HERALD (E) 23,926
The largest daily between Winnipeg and Pacific Coast. The Herald is the recognized advertising medium of the western prairie provinces. A big paper that expresses the progressive spirit of the Great Canadian West.

Edmonton, Alta., JOURNAL (E) 17,845
The one outstanding daily in Central and Northern Alberta.

Lethbridge, Alta., HERALD (E) 5,326
One daily in big prosperous farming district, one of best markets in west.

Brantford, Ont., EXPOSITOR (E) 8,125
In a city of 5,900 homes has a guaranteed local circulation of over 5,500.

Kingston, Ont., BRITISH WHIG (E) 5,859
Only A. B. C. paper in Kingston or district. A 2c. evening paper selling solely on its merits.

London, Ont., FREE PRESS (M. & E.) 41,666
Produces best results for most local, national, classified advertisers, provable.

Ottawa, Ont., CITIZEN (M. & E.) 29,640
Protects legitimate advertisers by refusing liquor and all medical advertising, etc.

Stratford, Ont., HERALD (E) 3,303
Only A.B.C. paper. Largest circulation, both total and local, and steadily gaining.

Sherbrooke, Que., RECORD (E) 10,447
Exclusively home Daily of 65,000 English people in Southern Quebec.

Moose Jaw, Sask., TIMES (E) 7,483
Largest circulation in its trading territory, Oldest, largest and best medium.

✣ MAGAZINES ✣

CANADIAN COURIER (Bi-W) Toronto 50,000
Now goes into one in ten English speaking urban homes in Canada.

CANADIAN HOME JOURNAL (M) Toronto 27,111
During 14 years has been building up a select clientele of loyal interested readers.

EVERYWOMAN'S WORLD (M) Toronto 119,149
The dominant selling medium in all cities, towns and villages throughout Canada.

AGRICULTURAL MEDIUMS

CANADIAN COUNTRYMAN (W) Toronto 37,767
Editorial weight. Large circulation. Record of results.

CANADIAN FARM (S.W.) Toronto 23,026
A farm paper for the producing farmers with the most complete market service in Canada

TRADE NEWSPAPERS

HARDWARE AND METAL (W) Toronto 3,529
Canada's National Hardware Weekly, published every Saturday since 1888, and receives highest subscription price of any Hardware Trade Paper in the World, because it gives real service. Subscribed to by practically every worth-while hardware buyer, wholesale and retail, in the Dominion.

CANADIAN GROCER (W) Toronto 6,025
Canada's authority on grocery markets and conditions for 31 years. Particulars on request.

if you want to know—

How to write letters that win
How to collect money by mail
How to pave the way for salesmen
How to use the mails for dealers
How to get up a mailing list
How to get mail-order results
How to organize direct-mail work
How to conduct a real follow-up

then you should be a *Mailbag* reader

THE MAILBAG is an independent journal, devoted exclusively to the furtherance of Direct-Mail advertising. It is edited by Tim Thrift, who for fourteen years has been closely identified with the development of Direct-Mail advertising. His experience has brought him in contact with hundreds of successful Direct-Mail campaigns — experiences which profit MAILBAG readers.

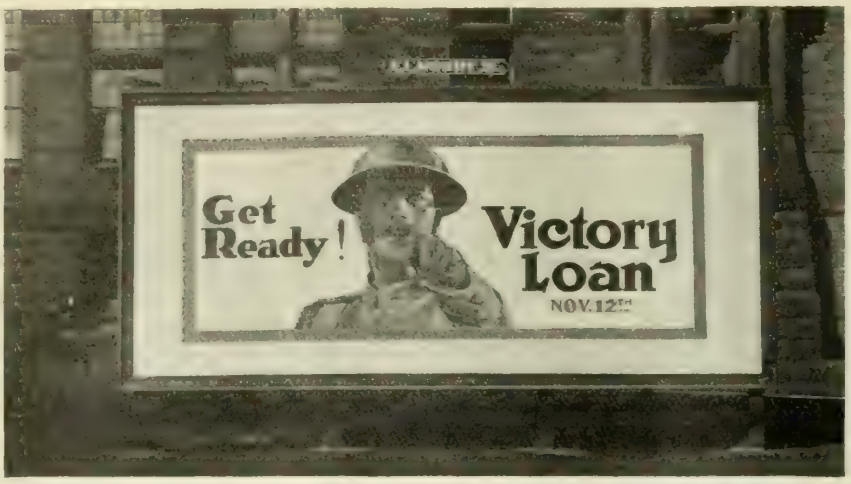
No magazine so completely covers the Direct-Mail field. Mr. Thrift's wide acquaintance in the field of advertising affords him excellent opportunity to gather inside stories of resultful campaigns — stories that otherwise would never have been told.

A single little pointer along the lines of any of the subjects named above may mean the difference between success or failure of a campaign. One single new idea may mean big dividends to you if you own the business, or an increase in salary if you work for someone else.

THE MAILBAG costs you a dollar a year, and if you're not satisfied that it's the biggest dollar's worth ever—just say so and you'll get your dollar back!

Pin a Dollar Bill to this advertisement

Mailbag Publishing Co., 1800 E. 40th St., Cleveland, O.



The power of posters has been repeatedly shown in the War Loan Advertising in Great Britain, in the three Liberty Loan campaigns in the United States, and in our own Victory Loan campaign last fall.

The requirements of these campaigns strikingly demonstrate the value of poster advertising. (1) To command attention. (2) To stimulate intense interest. (3) To get immediate action. (4) To reach everybody often with a message that is quickly grasped.

The Poster part of each War Loan Campaign invariably arouses the greatest interest and excites the most comment.

We will be glad to supply you with estimates and suggestions on request.

Poster Advertising Association of Canada

W. W. SCANE, Secretary, CHATHAM

OFFICIAL REPRESENTATIVES

E. L. Ruddy Co.	11 Wellington St. East, Toronto, Ont.
Wadsworth-Nathanson Co.	501 C.P.R. Building, Toronto, Ont.
Canadian Poster Company	Lewis Building, Montreal, Que.
Harry Duker, Limited	Vancouver, B.C.
A. R. Kent	304 Kent Building, Toronto, Ont.
London Bill Posting Agency	London, Ont.
The Lindsay Walker Co., Limited	Winnipeg, Man.

TORONTO ADVERTISING CLUB'S ANNUAL MEETING

The eighth annual meeting of the Toronto Advertising Club was held in the King Edward Hotel, Toronto, on June 25th, at which the following officers were elected for the ensuing year:

Honorary president, R. F. Fitzpatrick, president of Fitzpatrick and O'Connell; president, S. B. Trainer, sec.-treas. of Canadian Milk Products, Ltd.; vice-president and chairman finance committee, Horace Hunter, vice-president of MacLean Pub. Co.; chairman educational committee, F. E. Robson, sec.-treas. of Loblaw Stores, Ltd.; chairman of entertainment committee, K. Zimmerman, sales manager, Southam Press, Ltd.; chairman of house committee, W. Whalen, sec.-treas. of Ont. May Oatway Co., Ltd.; chairman of membership committee, C. A. Matson, Canadian manager of Coca Cola Co., Ltd.; chairman of publicity committee, Chas. M. Pritzker, sales department of Brigden's Ltd.; chairman of speaker's committee, Ernest Dickinson, Toronto manager of Canadian Street Car Advt. Co., Ltd.; secretary-treasurer, Adam F. Smith, manager of R. C. Smith & Son, Ltd.

The meeting was largely attended and a progressive programme of activities was outlined for the coming year. The treasurer reported a balance of five hundred and six dollars in treasury with no liabilities.

❦ ❦ ❦

LONDON AD. CLUB ACTIVITIES

Responding to a request from President D'Arcy of the A.A.C. of W. for an outline of work performed, T. H. Yull, Secretary of the London Advertising Club reported:

"We have had teams in every patriotic and Red Cross campaign since the inception of the club, and in the last campaign, topped the list, although the youngest club in the city. We also made a handsome donation to the last fund out of our club treasury.

"Have send a delegate to each convention of the Associated Advertising Clubs of the World, since the start of the club; have raised money for four different local charitable institutions; have co-operated with food controller; have definitely boosted the Western Fair by conducting a Shop-in-London week to bring people to the city by inducing the retailers to offer very special bargains during fair week.

"Brought Frank Stockdale here to conduct a merchants' Institute which was very successful; started a class in character analysis under Arthur Black Farmer; started a class in memory training under Willson Thomas Orr.

"Put a stop to the activities of a woman who was collecting considerable money from local merchants for advertising on a program, the proceeds of which were to be devoted to supplying free stationery to nurses on war service, but which we found were being devoted to the benefit of this very clever woman. We chased her out of town.

"We maintain an announcement board on the main corner of the city, in which we display all national vigilance reports and other warnings to the public. Just now it is filled with advice against fake oil promotions."

Let Us Make Your Candy Boxes

We are well-equipped to make plain or fancy candy boxes in any required style or quantity.

A number of concerns formerly making their own boxes have lately found it an advantage to rely on us to keep them supplied.

May we show you what we can do for you?

TELEPHONE, TELEGRAPH OR WRITE

RUDD PAPER BOX CO.
LIMITED

372-374-376 RICHMOND ST. WEST
TORONTO

From the Angle of your Filing Clerk

You probably look on your filing system as a place where so many letters and papers are stored.

But your filing clerk? She isn't fortunate enough to be able to look at it in such an easy, buoyant manner. With her it's a serious part of routine.

She knows that when you ask for a certain paper you want it quickly, without any waste of time.

With her the *proper system* means the difference between a slow, cumbersome, inaccurate way, fraught with many delays—and a speedy, accurate and efficient method of filing.

"Office Specialty" Systems of Filing and Record Keeping are fundamentally right. A proper principle of organization underlies each one of them. Each system is designed for a specific purpose and it achieves that purpose in a way that extensive study has demonstrated to be the best.

"Office Specialty" System Service, Dominion-Wide in its scope, is offered to any business organization without fee or charge.

THE OFFICE SPECIALTY MFG. CO., LIMITED
Home Office NEWMARKET Canada

Filing Equipment Stores at

Toronto Montreal Ottawa Halifax Hamilton Winnipeg
Regina Edmonton Calgary Vancouver

941

OFFICE SPECIALTY
FILING SYSTEMS

Marketing
and Business Management

Edited by
W.A. Lydiatt

War Service

We extend our heartiest greeting to the Advertising fraternity throughout the Allied countries.

To Britain, who, raising her volunteer armies in record time by Advertising, blazed the way for the modern "Government by advertising".

To the United States, whose advertising forces have rallied under the standard of "Advertising to Victory".

Our own War Service has been not inconsiderable. In addition to our work on the Victory Loan and the campaigns for the Canadian Government we have prepared exclusively—Canadian Defence Force; National Service; Registration of Military Service; Registration of Man Power; Food Control; and Income Tax—we have been called upon to advertise the Patriotic Fund, Belgian Relief, Serbian Relief, French Wounded Emergency Fund, and the Quebec Division of the Navy League of Canada.

A. McKIM, LIMITED

Advertising Agency

MONTREAL TORONTO WINNIPEG LONDON, ENG.

PUBLISHED AT TORONTO, CANADA

20 Cents a Copy

AUGUST 1918

$2.00 a year

"Chases dirt!"

SYMBOL of cleanliness is the busy Old Dutch woman. The mark has been well chosen. From all accounts, houses in Holland are models of speckless order. "Cleanliness is next to Godliness," exclaim the sturdy little race of stadtholders, and they keep their homes sweet and good to look at.

Housewives in the United States and Canada accomplish similarly healthful results by means far less painful and arduous than the Dutch women employ: as a substitute for elbow grease they use Old Dutch Cleanser, and thus save themselves some time and much labor. So it is, when Old Dutch enters the home Dirt flies out of the window.

Everywhere she goes, and she travels much, Old Dutch has brought rest to the overworked woman in the home, brighter surroundings for everyone in it, and a feeling of thorough cleanliness in which everyone has shared. And when we consider the low price at which she has done all this we rather marvel at her ability to do so much for so little.

It has been and is a source of considerable pride to us to be identified with the exploitation of a commodity which has helped in its own way to make the world a better and brighter place to live in.

NORRIS-PATTERSON LIMITED

Advertising Agency

MAIL BUILDING

TORONTO

A Responsive and Profitable Market

FEW trades in Canada have suffered by the war. Many have expanded enormously.

Prosperity has made the masses willing to buy lines new to them. And manufacturers who are conducting well-planned, timely Publicity Campaigns are finding a responsive market.

Now is also the time to advertise to win the future goodwill of consumers and entrench one's self against the strong competition of imported lines that seems so likely to develop after the war.

Our large and experienced advertising organization is at your command. With your knowledge of your business plus our knowledge of advertising, a strong, forceful publicity campaign can be planned, prepared and carried out to a successful conclusion.

We handle the newspaper and magazine advertising of the largest stove and furnace manufacturers in the British Empire, the largest underwear and hosiery makers in Canada, the largest breakfast food manufacturers, the largest motor car makers, and so on. Successful business men naturally select a successful advertising agency to handle their publicity.

McConnell & Fergusson

Advertising Agency

"The agency that advertises"

London, Toronto, Winnipeg, Montreal

50

FROM the outbreak of the War and to the present date

THE TIMES FUND

for the British Red Cross Society and the Order of St. John of Jerusalem amounts to

$55,000,000

The Times

Printing House Square
LONDON, E.C.

The WAR SERVICE of W. H. SMITH & SON

¶ To everyone in the British Isles the sign of W. H. Smith & Son is a familiar feature. With over one thousand Bookstalls and Bookshops, its News and Book Services, both wholesale and retail, have won a reputation of which the Firm is justly proud. Its Advertising, Printing, Stationery and Library services, each in itself a great business, are almost as well known and as much appreciated.

¶ For a century the motto of this Firm has been "Faithful and efficient service to the Public". It was not likely therefore to be found wanting in the grave national crisis occasioned by the world war. Four of the partners have served from the day war was declared, and six thousand (6,000) employees —ninety-two per cent. of the eligible staff—released by W. H. Smith & Son are now serving in the Navy, the Army, the Royal Air Force, and other branches of National service.

¶ But in addition to men, fighting in the various services, it is essential to provide funds for "carrying on" and propaganda services to ensure that our war aims shall be understood and appreciated. For the raising of funds the Firm have placed at the disposal of the Nation the whole of their advertising spaces on railway stations and bookstalls. Already W. H. Smith & Son lead in their sales of War Bonds and War Saving Certificates. They hope to achieve an increasing success as time goes on.

¶ Further, 30,000,000 copies of various pieces of Propaganda literature have been circulated through the W. H. S. Branches. Of the Lichnowsky Memorandum, 5,000,000 copies were distributed. Of Dr. Newell Dwight Hillis's Sermon, delivered at Plymouth Church, Brooklyn, 4,000,000 copies were distributed, and nearly 2,000,000 copies of General Smuts' speech "The British Commonwealth of Nations" were sold.

¶ Not less important was the great Food Economy Campaign in which W. H. Smith & Son circulated 6,000,000 copies of various publications. So efficient, indeed, is their organization for propaganda work that it might almost be regarded as the executive and distributive side of a Great Government Department. Whenever the interests of the Nation demand that an announcement of vital importance must be immediately in the hands of the public, the services of W. H. Smith & Son are commissioned, with the certainty that the work will be efficiently done.

Head Office of the Firm : 186 Strand, London, England

Our Contributions to the Cause of Democracy

WE are pardonably proud of the fact that the great majority of the eligible men of our staff joined the fighting forces in the early days of the war.

During the first two years the management paid FULL wages to ALL members of the staff on service. Since the Government raised the allowances, we have paid one-half of the men's wages, and we shall, of course, keep their situations open against their return.

We are voluntarily, and gladly, paying pensions to the dependents of those members of our staff who have laid down their lives in the cause of liberty.

Believing, as we do, that the first duty of a newspaper is to its readers, we have recently deleted ALL advertising from our pages to make room for news.

To our many friends in Overseas newspaper circles, and to the many American advertisers who have in the past used our pages, we send cordial greetings. We are proud to have you fighting by our side in the cause of democracy.

THE NEWS OF THE WORLD

The paper with the largest circulation (3,000,000) and the largest circle of readers in the world.

BOUVERIE STREET
LONDON, E.C. 4

After three and a half years of war we believe that an advertising and selling agency can best help its country by doing its utmost to make advertising and selling as efficient as they can be, for the sake of national war-time stability and after-war elasticity.

The Osborne-Peacock Co. Ltd.

Manchester, London and Glasgow.

County Bldgs., Cannon St. *24 Holborn, E.C.1.* *82 Gordon St.*

Our work—

As individuals.—The company takes no credit whatever for the individual efforts of its members. But it is of interest that 80% of our pre-war staffs are in the army.

As an organisation.—We have taken every opportunity for war-work. In Manchester and throughout the country we gladly did voluntary patriotic advertising, on a large scale. But our chief war-service, we feel, is in helping to keep the nation's business strong.

Anglo-American trade.—We believe sincerely in close after-war trade co-operation between the two countries. Our London office, of which the manager is an American, is making every preparation for work of this kind (address, 24 Holborn, E.C.1. Cables "Opservice, London.")

To Periodical Publishers in Canada

AS the largest house engaged in the production of weekly and monthly publications in Europe, and possibly in the whole world, we send greetings to every Canadian and American publisher. Already members of the same great profession, we are now happily allied in our great struggle for Victory.

From different sides of the Atlantic let us vie with each other in helping forward the attainment of those ends for which we are fighting.

The Press, daily, weekly, and monthly, wields an enormous influence—its power to guide the people into the paths which lead to Victory is inexhaustable. It is not the battlefield only which counts: War may be won in the workshops, the shipyards, the farms, or the larders of the people. By keeping ever in mind the cause to which our respective nations have dedicated their finest efforts and by impressing, continuously and consistently, our high purpose upon the minds of those who read our publications, we can do a great work in this world crisis.

Editors and Publishers of weekly and monthly periodicals of America! We here in England are striving to pull our weight in this conflict. More than eleven hundred members of the staff of this House have already joined the colours—many have made the supreme sacrifice. Those that are left are straining every nerve to see that no channel is neglected by which the influence of our publications can be directed towards Victory. We know that you in America are trying to do that also. From across the sea we grasp your hand as brothers. From our homes on the heights around London we can hear the distant boom of our guns in France when the wind is favourable. You are far off, and the noise does not reach your ears. But the cause for which our guns are booming has reached your hearts, and you are with us. Together we shall win.

THE AMALGAMATED PRESS LTD.

The Largest Periodical Publishing House in the World

The Fleetway House - - LONDON, E.C. 4

Publishers of:

Answers, London Magazine, My Magazine, The Great War, The War Illustrated, Premier Magazine, Red Magazine, Home Chat and forty other publications.

An Announcement to Our American Allies

IN releasing for active service every eligible member of our staff, in contributing to the support of their dependents and investing all available funds in war loans, in giving the entire services of many of our executive officers to the Government, we have but done our duty as you are doing yours.

Through the 2,600,000 copies of the SUNDAY PICTORIAL each week we have sought to inspire the public.

Through the pages of the DAILY MIRROR, with its gigantic circulation, we have, among other things, raised the funds for the building of the Nurse Cavell Memorial Home for nurses; assisted in the campaign for increasing the food production of the country by organizing a potato growing competition which has raised unprecedented interest throughout the country. In short, our efforts, as those of every section of the community in the British Isles, are concentrated on winning the victory for free peoples.

We are proud to know that you are with us in this fight for Liberty and we are greatly heartened by your efforts.

SUNDAY PICTORIAL

Certified Circulation over Two Million Copies per issue—the largest of its kind in the world.

THE DAILY MIRROR

Largest Daily Circulation of any Picture Paper in the world.

The Pictorial Newspaper Co. (1910) Ltd.
Sunday Pictorial Newspaper Ltd.

BOUVERIE STREET
LONDON, E.C. 4.,
ENGLAND

100,000 Circulation in Canada

MACLEAN'S MAGAZINE will give you 70,000 for 1919 and Farmers' MAGAZINE 30,000—a total of 100,000. This circulation is equal to 2,000,000 in the United States, English-speaking populations taken into account. It means that an advertiser can have in Canada a circulation corresponding to that of the *Saturday Evening Post*. It means that he can cover urban and rural Canada as thoroughly (per million of population) as an advertiser in the United States covers his country with the *Saturday Evening Post*—and many use this medium almost exclusively.

Big New Page Size

BEGINNING with the January issues the type page size of both MACLEAN'S MAGAZINE and FARMERS' MAGAZINE will be 700 lines to the page. (4 cols. x 12½ inches.) The present size is 420 lines (3 cols. x 10 inches). Advertisers and agency men, please note this change in size in framing your estimates for the coming season's business.

Higher Guaranteed Circulations

THE guaranteed circulation on MACLEAN'S for the last half of 1918 and for 1919 is 50,000—A.B.C. basis—an increase from 40,000. As a matter of fact, the circulation will be 60,000 to 65,000 for the autumn months and may go to 70,000. It will be 70,000 for 1919.

The circulation on FARMERS', on a guaranteed A.B.C. basis, goes from 20,000 to 30,000 for 1919. A new rate on FARMERS' goes into effect with the 1st issue of 1919.

FARMERS' MAGAZINE, being issued semi-monthly, has 96 possible cover positions. Both 3-color and 2-color process plate copy can be accepted by FARMERS' MAGAZINE. Correspondence about cover positions and color copy is invited. Reservations should be made in good time.

Autumn-Winter Campaigns

THE importance of MACLEAN'S MAGAZINE, "Canada's National Magazine", and of FARMERS' MAGAZINE, as advertising mediums —this by reason of their superior editorial character and extensive circulations—justifies their scheduling for autumn-winter advertising by every national advertiser seeking the favor of the Canadian people, both urban and rural. As shown above, the use of these two magazines in combination gives a national advertiser a body of circulation of the finest quality, which may be quite sufficient for his publicity needs. In any event, these two mediums are "first" mediums when it comes to making up lists.

The fullest information given regarding the distribution and class of circulation on request. Send for specimen copies and rates.

The MacLean Publishing Company, Limited - - Toronto, Canada

Also at Montreal, Winnipeg, New York, Chicago, Boston, and London, England

MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO DOLLARS A YEAR

The Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor

Vol. XII, No. 6 TORONTO, CANADA AUGUST, 1918

WHAT WE CAN LEARN FROM BRITISH WAR LOAN ADVERTISING

Some facts about the organization, personnel, methods, and copy, by which Great Britain's population, to the proportion of one out of three, has been induced to lend its money to the Government, averaging as high as $215 per capita in one city. Representative copy reproduced.

Written for MARKETING by VAL FISHER

UP to the middle of 1917 Great Britain raised the money that provided the sinews of War by a series of War Loans. The amounts subscribed staggered the public by their magnitude and from the pre-war point of view this was not surprising. But with a war expenditure of something like $2,650,000,000 per week, even the vast sums of money subscribed by a patriotic public did not last very long.

Another feature of the War Loans was that the money came from too few sources. The general public were not to any large extent investors; they had left investment to the wealthy classes, the Banks and the Financial Corporations. Thus, in June, 1915, only 550,000 people, or 1 in 18 of the total population, had bought War Loan Stock, and only 547,000 persons had invested small amounts through the Post Offices. This in spite of the fact that 3,470,000 workers had received increases in wages during the twelve months immediately preceding.

THE VICTORY LOAN OF 1917

In January, 1917, the so-called "Victory Loan" was floated. A definite closing date, Feb. 16th, was fixed, and by the stimulus of a great advertising campaign, spurred by the patriotic support of every newspaper in the land, and helped along by a great army of voluntary workers, the "Victory Loan" was a huge success and raised over $5,000,000,000 for the purposes of Government to carry on the War. Advertising in its widest phase was resorted to as a means of stimulating interest and action in this immense War Loan. Information Bureaus, where enquiries could be made and answered, were established throughout the Kingdom, public and factory meetings were held, a vast house-to-house canvas was undertaken by voluntary workers, War Loan slides were distributed at 2,000 Cinemas, short speeches were made in 1,000 places of amusement, and London, particularly Trafalgar Square, which is the focussing point of the West End, became one vast hoarding shouting "War Loan" from every angle.

EDITORS NOTE: For several months we have been gathering information about War Loan advertising for the purpose of making the fullest facts available to those engaged in promoting our next Victory Loan. We have heard something of the methods, seen some of the copy and posters, learned something of the marvelous results of our Mother-country's money-raising efforts. But we haven't heard, seen or learned enough. So we asked Mr. Val Fisher, Managing Director of the ADVERTISING WORLD, London, England to tell us all the details—and the most authoritative and complete account yet given on this side of the Atlantic is here published, including a very representative showing of the advertisements and posters used, practically a complete file of which was furnished, through Mr. Fisher's request, by the National War Savings Committee, and the Scottish War Savings Committee. Mr. Fisher has seen two years' service in the Royal Naval Air Service, and is now engaged in special work in the United States for the British Ministryof Information, having arrived in NewYork on Independence Day. If you have any idea that the British are unprogressive and "too conservative," not given to stunts or responsive to hurrah methods, this story should correct the impression. Assuredly we in America can go to school to such masters of the arts of publicity and organization, piling up records of results which we must go far to equal.

ORGANIZED FOR SYSTEMATIC SAVING

Let us look back a little and see something of the formation, constitution and development of the National War Savings Committee. This is a voluntary body founded in February, 1915, for the express purpose of inducing the public to practise a very proper war-time economy. It is an axiom of economics that any expenditure during war time that is not specifically for war purposes is an undesirable competition in the labour market with the Government, which requires all the labour and materials possible for the energetic and successful prosecution of the war.

The workers of the country were being paid high wages—higher than they had ever received. The temptation to buy with the extra money things for which the individual had longed was great, and a wave of extravagance swept over every recipient of unwonted earnings. This was bad for the country, because every dollar spent that might have been saved meant so much labour or material devoted to a non-war purpose.

The National War Savings Committee, now housed in Salisbury Square, London, just adjoining Fleet Street, began a hard propaganda through the length and breadth of the country. Local War Savings Committees were organized and to-day these number over 1,600. These local War Savings Committees in time formed War Savings Associations—consisting of groups of individuals in offices, factories, churches, chapels, or with any other bond of association. The members of these War Savings Associations saved money from incomes week by week, collecting in sixpences or multiples of sixpences until thirty-one sixpences had gone to purchase War Savings Stamps, these exchanged for a War Savings Certificate, which has thus cost 15/6 (approximately $3.75) which in 5 years. time will be worth 20/—or $5.00.

Pamphlets, posters, circulars, cinema slides, were furnished these War Savings Associations by the National War Savings Committee, after the manner in which many advertisers offer advertising helps to their retailers and distributors. On or in his pay envelope each employee would be repeatedly urged to join the War Savings Association in the "Works," of which the following is an example:

IN THE

GOOD OLD DAYS

THE STATE DEMANDED
ARMS AND SHIPS.

TO-DAY, You are only asked to lend the money to buy them.

Until recent times the provision of ships and armour for the defence of the country was usually always the duty of the various towns, villages and individuals.

THE REVIVAL OF ENGLAND'S GLORY

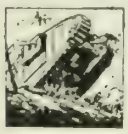
During Business Men's Week each town being asked to provide the cost of some fighting vessel or of a number of aeroplanes. But during the week it is only asked to lend your money—at a high rate of interest and on the safest security.

"Lend your money," says the State "and arms and ships will be provided."

READ THE FOLLOWING PARTICULARS.

Wherever you live—help your own city, town or district to carry out the task allotted to it. Buy all the National War Bonds you can during Business Men's Week and thus help yourself, your country, and the men who are helping you.

MR BONAR LAW says: "What I want everyone to do is to look at his account and see whether he cannot take a good deal from the bank and lend it to the State. That is good business, for he will get more from the State than he will get from the bank . . . I should like those at the head of great financial institutions to convert Treasury Bills to whatever extent they can, and take National War Bonds instead."

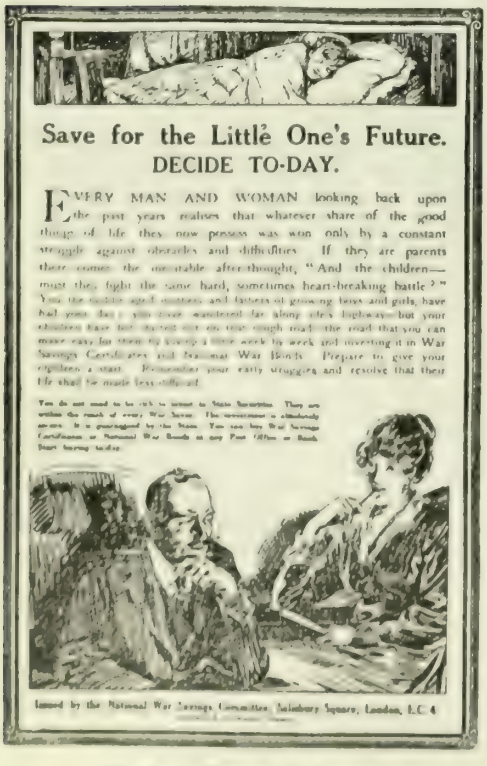


LONDON'S GREAT EFFORT.

During Business Men's Week the people of London will attempt to "adopt" a Tank outright. Throughout the week Tanks will be stationed in various metropolitan districts. Every effort is being made to make London's Tank week a great success.

If you are an employer of labour use your influence to help the sale of National War Bonds and War Savings Certificates during this week.

A Preliminary Announcement


Save for the Little One's Future.
DECIDE TO-DAY.
EVERY MAN AND WOMAN looking back upon the past years realises that whatever share of the good things of life they now possess was won only by a constant struggle against obstacles and difficulties. If they are parents there comes the inevitable afterthought, "And the children—must they fight the same hard, sometimes heart-breaking battle?" You the middle aged mothers and fathers of growing boys and girls, have had your days you have wandered far along life's highways but your children have not started out on their rough road: the road that you can make easy for them by merely a little work by week and investing it in War Savings Certificates and Treasury War Bonds. Prepare to give your children a start. Remember your early struggles and resolve that their life shall be made less difficult.
Issued by the National War Savings Committee, Salisbury Square, London, E.C. 4.

The Second Appeal to Parents

OUR COUNTRY'S URGENT NEED

The War Savings Association in connection with these Works has been most successful, and while we thank all who assisted, our gratitude is nothing to the satisfaction that must be felt by those who have done something to help their Country in her present trials.

The Country requires Men, Money, and Munitions. The greatest of these is Money. Money, and still more Money, is essential, and we make this personal appeal to you to help still further by subscribing all you possibly can to War Savings Certificates.

For every 15/6 you lend the Government they promise to pay £1 in five years. The investment is sound, and the best yet offered—the security cannot be bettered, being that of the consolidated fund of the Empire.

If everyone in these Works gave 2/— weekly towards Certificates for thirty-one weeks, each would have four Certificates at the end of that period. It would also mean that a sum of money would be lent steadily to the Country. Just think what a power of good this would achieve, with gain to yourself.

We are all desirous of doing our utmost at this time. Will you now take the opportunity of assisting further by cultivating Thrift and lending Money to the State?

We are confident this has only to be brought to your notice for a hearty response.

Full information can be had from the Cashier or Head of your Department.

Another illustration of the way small savings were encouraged is afforded by this "Appeal to Parents" issued by the Scottish War Savings Committee, in which the "Scheme" is explained:

THE NEED FOR SAVING

To win this War it is estimated that, apart from the £500,000,000 to be raised by taxation and the comparatively small amounts which can be borrowed abroad or raised by the sale to foreign countries of securities now held in the United Kingdom, three million pounds per day will require to be lent to the Government during the year. This sum can only be raised out of the savings of the people. Hence the need for new savings and for the lending of these savings to the Government.

THE POWER OF LITTLES

While the rich or well-to-do are able to invest comparatively large sums in War Loans it is not adequately realized that persons less well-off may also provide very large sums of money from small contributions, if these are raised by systematic collections sufficiently numerous and sufficiently frequent. This fact has been strikingly illustrated in the case of "Flag Days," by which many thousands of pounds are collected every week in all parts of the country.

THE HELP OF THE SMALL INVESTOR REQUIRED

The Scottish War Savings Committee has been appointed by the Government mainly for the purpose of assisting people who can save only small sums to lend their savings to the Government. The terms offered are even more attractive than those offered to the larger investor.

WAR SAVINGS ASSOCIATIONS

For this purpose Savings Associations are being formed throughout Scotland by means of which War Savings Certificates costing 15s. 6d. can be purchased on better terms than they could be by the individual purchaser.

The Scheme is based on the payment of sixpence per week; but it is to be noted :—

(1) That it is not necessary that payments should be made every week.
(2) That more than one sixpence may be paid if the contributor so desires.
(3) That at any time the payments may be withdrawn without deduction by the contributor.
(4) That for every 15s. 6d. a War Savings Certificate is provided.
(5) That these may be cashed at any time at any Post Office, the full price being paid without interest during the first year, and thereafter an additional penny per month, so that after five years the price will be £1

Contributors have thus :—
(a) Full control of their money.
(b) A good rate of interest (£5, 16s. 1d. per cent.).
(c) Perfect security.
(d) The privilege of assisting the Government in the prosecution of the War.

ASSOCIATIONS IN SCHOOLS

In such a Scheme the Scholars attending our Primary and Secondary Schools can participate; and if the parents throughout Scotland will give their hearty co-operation in seeing that their children become members, it is certain that a large sum will be raised weekly. The staff of (Insert the name of the school), have agreed to provide the organization and to do all the necessary work for forming and conducting an Association in this School, and they cordially invite the assistance of the Parents.

Each scholar will receive a card showing how many sixpences he has contributed, and when the card is completed he will receive a War Savings Certificate of the present value of 15s. 6d. and worth in five years the sum of £1.

SAVE FOR THE COUNTRY'S SAKE

To save now, and to assist the children to save, is to help one's country as really as to shoulder a rifle, to wield a bayonet, or to hurl a bomb; further, it is to preserve and to inculcate not the least important lesson of the War—the lesson of sacrifice for something higher than oneself. Will you help for the country's sake, and for the sake of your children, that they may be like the men who have died for them—ready to sacrifice themselves for King, country, and home?

Other advertising material furnished is reproduced elsewhere.

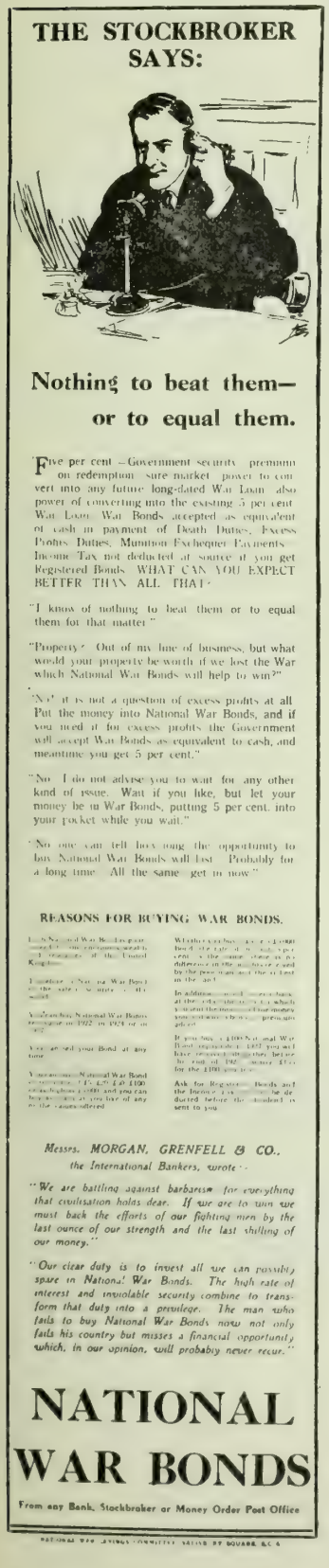
It was fortunate that the great organization created by the National War Savings Committee was able to place at the service of the organisers of the "Victory Loan" a band of many thousands of ardent voluntary workers whose strenuous efforts were directed toward the success of the Loan.

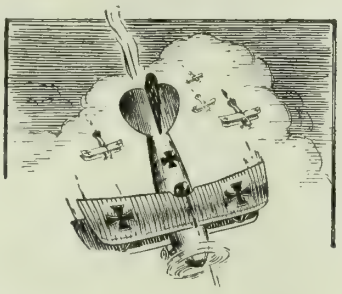
FINANCIAL STRAIN AVOIDED

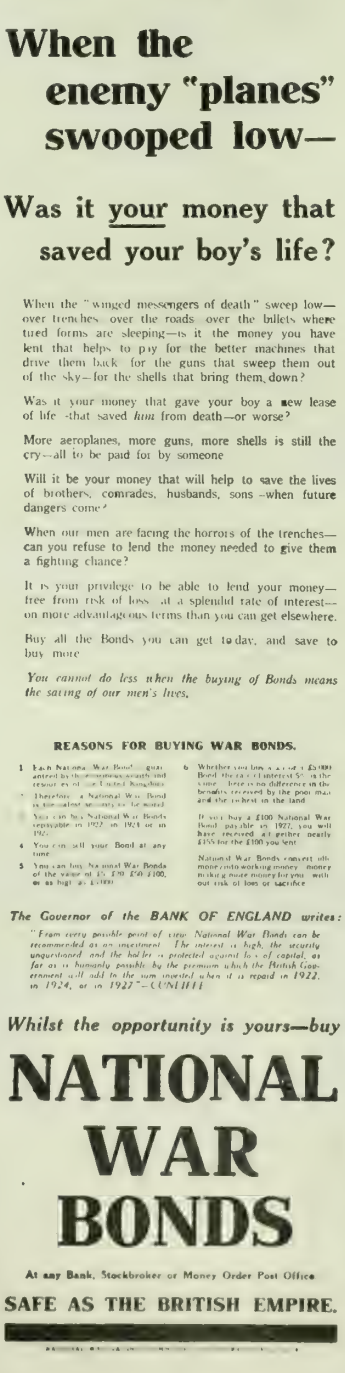
In the autumn of 1917 the vast sum of money raised by the Loan mentioned came within sight of exhaustion. The Government and the banks were not anxious to have another Billion Dollar Loan. A withdrawal of so much money from the industrial and financial activities of the country at one moment had a disturbing influence, and it was desired if possible to avoid a repetition of such a disturbance.

For that reason Mr. Bonar Law, the Chancellor of the Exchequer, decided to try the experiment of financing the war, not by a War Loan subscriptions to which would be open for a few weeks only, but by a system of week by week borrowing. It was estimated that the sum of $125,000,000 was required every week to enable the Government to finance the war under the proposed scheme of week by week borrowing. So on 1st October, 1917, the National War Bonds were offered to the British public.

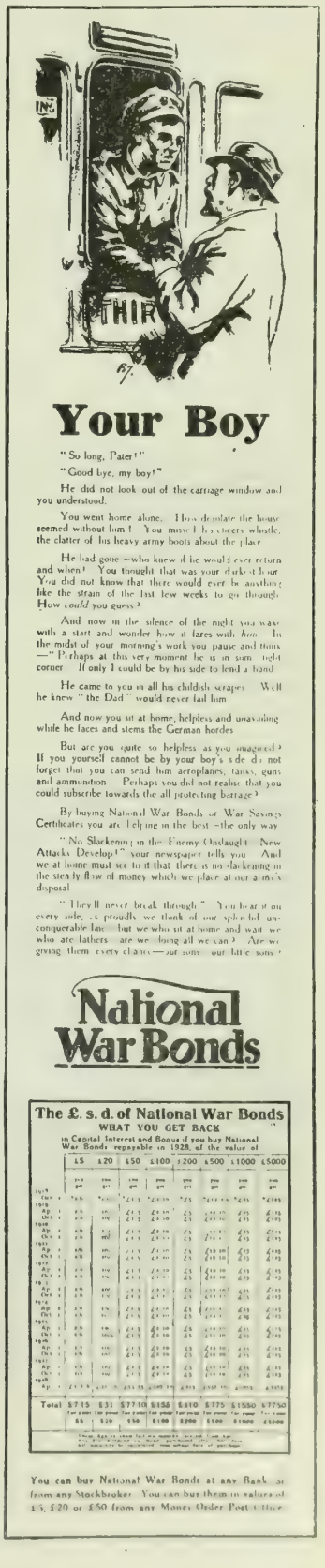
These Bonds were in three series, repayable, respectively on 1st October, 1922, 1st October, 1924, and 1st October, 1927. All carried interest


THE STOCKBROKER SAYS:
Nothing to beat them—
or to equal them.
Five per cent.—Government security—premium on redemption—sure market—power to convert into any future long-dated War Loan—also power of converting into the existing 5 per cent War Loan—War Bonds accepted as equivalent of cash in payment of Death Duties, Excess Profits Duties, Munition Exchequer Payments—Income Tax not deducted at source if you get Registered Bonds. WHAT CAN YOU EXPECT BETTER THAN ALL THAT?
"I know of nothing to beat them or to equal them for that matter."
"Property? Out of my line of business, but what would your property be worth if we lost the War which National War Bonds will help to win?"
"No! it is not a question of excess profits at all. Put the money into National War Bonds, and if you need it for excess profits the Government will accept War Bonds as equivalent to cash, and meantime you get 5 per cent."
"No. I do not advise you to wait for any other kind of issue. Wait if you like, but let your money be in War Bonds, putting 5 per cent. into your pocket while you wait."
"No one can tell how long the opportunity to buy National War Bonds will last. Probably for a long time. All the same—get in now."
REASONS FOR BUYING WAR BONDS.
Each National War Bond is guaranteed by the resources, wealth and resolution of the United Kingdom.
Therefore a National War Bond is the safest security for money.
You can buy a £100 National War Bond repayable in 1922, in 1924 or in 1927.
If you buy a £100 National War Bond repayable in 1922, in 1924 or in 1927, you will have received at either date nearly £155 for the £100 you lent.
You can sell your Bond at any time.
National War Bonds convert idle money into working money—money making more money for you—without risk of loss or sacrifice.
Ask for Registered Bonds and the Income Tax Warrant should be declared before the dividend is sent to you.
Messrs. MORGAN, GRENFELL & CO., the International Bankers, wrote:—
"We are battling against barbarism for everything that civilisation holds dear. If we are to win we must back the efforts of our fighting men by the last ounce of our strength and the last shilling of our money."
"Our clear duty is to invest all we can possibly spare in National War Bonds. The high rate of interest and inviolable security combine to transform that duty into a privilege. The man who fails to buy National War Bonds now not only fails his country but misses a financial opportunity which, in our opinion, will probably never recur."
NATIONAL WAR BONDS
From any Bank, Stockbroker or Money Order Post Office




When the enemy "planes" swooped low—
Was it your money that saved your boy's life?
When the "winged messengers of death" sweep low—over trenches, over the roads, over the billets where tired forms are sleeping—is it the money you have lent that helps to pay for the better machines that drive them back, for the guns that sweep them out of the sky—for the shells that bring them down?
Was it your money that gave your boy a new lease of life—that saved him from death—or worse?
More aeroplanes, more guns, more shells is still the cry—all to be paid for by someone.
Will it be your money that will help to save the lives of brothers, comrades, husbands, sons—when future dangers come?
When our men are facing the horrors of the trenches—can you refuse to lend the money needed to give them a fighting chance?
It is your privilege to be able to lend your money—free from risk of loss—at a splendid rate of interest—on more advantageous terms than you can get elsewhere.
Buy all the Bonds you can get to-day, and save to buy more.
You cannot do less when the buying of Bonds means the saving of our men's lives.
REASONS FOR BUYING WAR BONDS.
Each National War Bond is guaranteed by the resources, wealth and resolution of the United Kingdom.
Therefore a National War Bond is the safest security for money.
You can buy a National War Bonds repayable in 1922, in 1924 or in 1927.
If you buy a £100 National War Bond repayable in 1922, in 1924 or in 1927, you will have received at either date nearly £155 for the £100 you lent.
You can sell your Bond at any time.
You can buy National War Bonds of the value of £5, £20, £50, £100, £200, £500, £1000 and £5000.
Whether you buy a £5 or a £1000 Bond the rate of interest is the same. There is no difference in the benefits received by the poor man and the richest in the land.
If you buy a £100 National War Bond payable in 1927, you will have received at either nearly £155 for the £100 you lent.
National War Bonds convert idle money into working money—money making more money for you—without risk of loss or sacrifice.
The Governor of the BANK OF ENGLAND writes:
"From every possible point of view, National War Bonds can be recommended as an investment. The interest is high, the security unquestioned, and the holder is protected against loss of capital, as far as is humanly possible, by the premium which the British Government will add to the sum invested when it is repaid in 1922, in 1924, or in 1927."—CUNLIFFE
Whilst the opportunity is yours—buy
NATIONAL WAR BONDS
At any Bank, Stockbroker or Money Order Post Office
SAFE AS THE BRITISH EMPIRE.

Copies of this advertisement can be obtained FREE by shopkeepers and employers of labour willing to exhibit them in their windows or works, by sending a post card to Director of Publicity, National War Savings Committee, Salisbury Sq., London, E.C.4
If we lost—
FOLLOW the thought a little way! Of course we shall not lose—we are all convinced of that. The valour of our men backed by your money is the sure guarantee of ultimate victory.
But just think—if we did lose—what tragedy would follow in the wake of defeat.
The Huns would lord it over us—England would become another Belgium.
With what glee would the Germans train their guns on London! With what unholy delight would they see our great city laid in ashes! And not only London but also Birmingham, Liverpool, Newcastle, Manchester, Bristol, and every other of our cities and towns would be burned, looted and ravaged.
In the towns of Belgium they ranged up the civilian population in front of the churches and mowed them down with machine-guns.
Fancy such a scene in front of Westminster Abbey! They herded the Belgian civilians and under the lash they made them dig German trenches. Imagine the citizens of London driven along the lanes of Essex and Buckinghamshire to labour under German task-masters!
They robbed the Belgian banks.
Think of the joy with which they would loot the Bank of England!
British valour alone will not prevent the evil dream from becoming a horrible reality. Valour without the weapons of valour would be impotent. The weapons of valour have to be manufactured, and paid for. Your country has to pay for them with money, and invites you to lend your money that she may pay for them.
If you were asked to give your money you would have no right to withhold it. But you are not: you are asked only to lend it: to lend it now, up to the measure of your ability and to your sense of responsibility.
The problem is a personal one. The issue would affect you and everything you have—all you hold dear. Is it better to lend the money to defeat the Hun menace, or is it better to withhold it until the Hun becomes victorious, and your deposits are taken to pay the indemnity exacted by a ruthless foe?
National War Bonds
You can buy National War Bonds at any Bank, or from any Stockbroker. You can buy them in values of £5 £20 or £50 from any Money Order Post Office.


Your Boy
"So long, Pater!"
"Good bye, my boy!"
He did not look out of the carriage window and you understood.
You went home alone. How desolate the house seemed without him! You missed his cheery whistle, the clatter of his heavy army boots about the place.
He had gone—who knew if he would ever return and when? You thought that was your darkest hour. You did not know that there would ever be anything like the strain of the last few weeks to go through. How could you guess?
And now in the silence of the night you wake with a start and wonder how it fares with him. In the midst of your morning's work you pause and think—Perhaps at this very moment he is in some tight corner. If only I could be by his side to lend a hand.
He came to you in all his childish scrapes. Well he knew "the Dad" would never fail him.
And now you sit at home, helpless and unavailing while he faces and stems the German hordes.
But are you quite so helpless as you imagine? If you yourself cannot be by your boy's side do not forget that you can send him aeroplanes, tanks, guns and ammunition. Perhaps you did not realise that you could subscribe towards the all protecting barrage?
By buying National War Bonds or War Savings Certificates you are helping in the best—the only way.
"No Slackening in the Enemy Onslaught. New Attacks Develop!" your newspaper tells you. And we at home must see to it that there is no slackening in the steady flow of money which we place at our army's disposal.
"They'll never break through." You hear it on every side, as proudly we think of our splendid unconquerable line: but we who sit at home and wait, we who are fathers, are we doing all we can? Are we giving them every chance—our sons, our little sons?
National War Bonds
The £. s. d. of National War Bonds
WHAT YOU GET BACK
in Capital Interest and Bonus if you buy National War Bonds repayable in 1928, of the value of
£5 £20 £50 £100 £200 £500 £1000 £5000
Total £7 15 £31 £77 10 £155 £310 £775 £1550 £7750
For every £5 For every £20 For every £50 For every £100 For every £200 For every £500 For every £1000 For every £5000
You can buy National War Bonds at any Bank or from any Stockbroker. You can buy them in values of £5, £20 or £50 from any Money Order Post Office.

The success of copy of this character denies the contentions of those who argue that the British type of mind must be appealed to with a...

REPRODUCTIONS OF SPECIAL PUBLICITY AND PROPAGANDA MATTER DESIGNED FOR ISSUE BY THE NATIONAL WAR SAVINGS COMMITTEE.
A MATTER OF INTEREST
How 15/6
Get this Book
TODAY is the day to buy War Savings Certificates
TO MAINTAIN BRITAINS PROSPERITY YOU MUST SAVE
this is the time to buy at 15/6
THE NATIONAL WAR SAVINGS COMMITTEE
1,500 COMMITTEES
16,000 ASSOCIATIONS
4,000,000 MEMBERS
118,000,000

A Folder showing the advertising material which was placed at the disposal of War Savings Committees and Associations—what in ordinary trading would be the advertiser's offer of assistance to his retailers.

at the rate of 5% per annum, and at the date of redemption are repayable with premiums. The premium in the case of the Five Year Bond is £2%, in the case of the Seven Year Bond, £3%, in the case of the Ten Year Bond, £5%. Thus, National War Bonds yield something approaching 5½% interest, reckoning the premium paid on redemption. When six months had gone the date of redemption of each of the three series was put forward six months, so that the series now on offer are repayable at 1st April in the years following the redemption dates of the original series offered.

During October and part of November 1917 the sale of National War Bonds had a modest success. But it was obvious that they were languishing somewhat and that if some special efforts were not made to impress upon the public the merits of the investment offered, they would fail in their object of financing the country. They did not promise to yield the $125,000,000 week by week so urgently required.

THE STIMULANT THAT PROVED SUCCESSFUL

At this stage Mr. Bonar Law, the Chancellor of the Exchequer, requested Mr. George Sutton, Chairman of the Amalgamated Press, to assume the responsibilities and duties of Director of Publicity, with the express object of advertising and pushing the National War Bonds. Mr. Sutton accepted the trust and has justified all the high hopes formed of his abilities as an advertising man. He had behind him thirty years of Fleet St. experience, and by hard work and sheer ability had risen to be Chairman of the largest periodical producing Company in the world. The Amalgamated Press, founded by Lord Northcliffe, issues some fifty weekly or monthly publications and of the vast organization behind these Mr. Sutton has been the Controlling Head for some years.

When Mr. Sutton took on the work he was faced with a problem. The Victory Loan had been a gigantic

Two of the many posters which have been a striking feature of all British War Loan advertising. These were among the best of those used, rich in their color treatment.

success largely because those advertising it could use the stimulus of a closing date. To do without such a stimulus, which can always be used with excellent effect by an astute advertising man, was not an easy matter. Mr. Sutton decided that it was necessary to find a substitute for the closing date stimulus, and he decided that the most promising substitute would be a sort of inter-city rivalry if it could be evoked, stimulated and inspired to action. Manchester and Liverpool are rivals. Birmingham and Glasgow are rivals. Leeds and Sheffield are rivals. What the Manchester man does, well the Liverpool man tries to do better. Civic pride is a spirit that can be challenged to excellent purpose in a national cause. Mr. Sutton has succeeded in giving a practical demonstration of high success in working upon civic pride.

Just before he assumed responsibilities for National War Bond Publicity, an officer of the Department, Mr. H. Holford Bottomley, C.B.E., had worked out a scheme of using the Tanks as War Bond propaganda. A Tank was used in a War Loan Procession in New York, but Mr. Bottomley saw possibilities that evidently escaped the astute Americans, who were content to make a Tank a part of the Procession. He hit upon the "Tank Bank" idea. The public were invited to buy their War Bonds and War Savings Certificates at the Tank and the documents were stamped with "The Tank Bank." These ponderous engines of field warfare always attract crowds and during the Tank campaign one could witness, in Glasgow especially, queues of a mile long, whose members waited in the snow for hours until their turn came to deposit their money in the Tank Bank.

THE TANK BANK CAMPAIGN

The beginning of the Tank Bank Campaign almost synchronised with Mr. Sutton's assumption of the duties of Director of Publicity for the National War Savings Committee. He appreciated the possibilities of the Tank Bank idea and his great influence in the press gave the idea the publicity necessary to arouse the interest and enthusiasm of the public. Even so the interest and enthusiasm was a growth. It did not start at top speed. The first Tank stood in Trafalgar Square, London for 14 days and during that time had sold National War Bonds to the value of about $16,000,000. Then it made visits to provincial cities. In one week Birmingham banked $33,500,000 and through its Mayor challenged Glasgow to beat that figure. The Scottish City replied with a total of $72,500,000 and challenged London and Manchester to beat the record so far. The Bank took about $450,000,000 within a few months in about a score of English and Scottish Cities, and at this point the interest of the nation reached its highest.

But there were and are limits to what a Tank can do. They are ponderous engines weighing 35 tons. They have to be moved by rail because the ordinary bridges of the country roads cannot support their weight. Also they are expensive as well as ponderous, both in manu-

Let YOUR BOND help to bring MY MAN back to me

"For two long years he has been in the trenches. He is my husband—and he is living through Hell—for me—and YOU.

Night after night I think of him. Often I awake at the cold, grey dawn and think of him standing to watching with staring eyes, the dearest eyes in the world to me—for the long grey line of figures—the only enemy he ever knew.

Now and then no letter comes for two, three, four days. And I well, the letter has always come. And I clasp my little one to me with a heartache you may never know.

I know his chance of life depends upon the bullets, bombs and shells which your Bonds buy. That each Bond you buy means better protection for him—and me.

Is it too much to ask you to lend your money to your country at 5 per cent. interest. Bonds save LIVES?

Is it too much to ask you to lend your money on the safest security in the world?

Go to the Post Office or the Bank. Put your savings—ALL YOUR MONEY—at least every penny you can—into National War Bonds—and help to bring MY man safely home again."

BUY NATIONAL WAR BONDS

At any Bank, Stockbroker or Money Order Post Office

SAFE AS THE BRITISH EMPIRE

COME TO THE TANK TO-DAY.

To hearten the men holding on—

Throw your Money into the Scale.

WHAT are you doing in this hour of crisis to influence the decision—

• • •

you who cannot go yourself to face the onslaught of the massed Huns?

• • •

There is one thing every man and woman can do,

• • •

one thing *you must* do. Lend your money to your country.

• • •

Buy National War Bonds to equip the reinforcements;

• • •

to replace the lost guns;

• • •

to strengthen and hearten the men who are holding on, through gas and flame and a hurricane of shellfire.

• • •

They are giving their lives, their limbs, the sight of their eyes and the glory of their youth.

• • •

You are asked only to lend your money.

• • •

What would your money be worth if the Germans won?

• • •

It would be swallowed up in the ruin of our national existence.

What can you do, here and now, to avert the disaster that threatens you and your country, and all you hold dear in the world? Use the one weapon you have—your money.

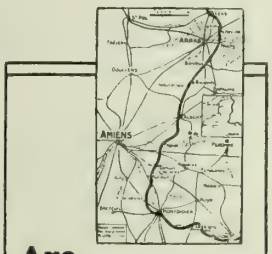
National War Bonds

Your interest and capital are guaranteed by the State

You get 5 per cent. interest each year, and after 5, 7 or 10 years as you select, your money will be repaid with a Premium.

You can buy National War Bonds at any Bank or from any Stockbroker

You can buy them in values of £5, £20 or £90 at any Money Order Post Office



Are YOU helping to save Amiens?

THE greatest battle of all the ages is being waged within nine miles of Amiens.

With a splendour of devotion which dims all previous achievements even in this War of glorious deeds, our men are facing a hell of high explosives and poison gas and flame.

They have sworn that the Hun shall not pass—that Amiens shall not be captured, and they are freely laying down their lives that their word may be kept.

At home here we watch breathlessly the swaying of the mighty struggle. Amiens stands as a symbol of our insular security.

The resolute and gallant men who are defending it are defending far more than a Cathedral City of old France—they are defending London against attack and England against invasion.

Our existence, our very daily bread is at stake. With the fall of Amiens, and any part of the Channel coast line at the mercy of the Hun, the Channel itself would become a highway for the German Submarines, and not only the threat of invasion, but the grim spectre of starvation would stare us in the face.

Are you helping to save Amiens?—to save Calais?—to save London?—to save England?

You are not called upon to play an heroic part—the element of sacrifice is absent from your task—but because of that it is no less vital. The call to you and to every civilian is to lend freely and immediately of your money, to invest now every penny you can scrape together in National War Bonds.

Our men in front of Amiens are pouring out their blood in your defence—you must pour out your money in their support.

HELP to save Amiens

BUY National War Bonds NOW

You can buy National War Bonds at any Bank, or from any Stockbroker. You can buy them in values of £5, £20 or £90 from any Money Order Post Office

BACK HIM UP!

When you see a mud-bespattered, pack-laden man in khaki home from the front on a brief furlough, does it not stir your emotions—does it not thrill you to think of what he is going through for your country and for you?

You give up your seat in the crowded train to him if there is not one vacant: you pass him cigarettes: you take care to greet him on his way so that he may catch his train.

Does your sense of obligation to him carry you further? It ought to do so. With every effort of which you are capable you ought to back up his strenuous days: his hard work: his endurance of fatigue: his exposure to the elements and to German shells.

The best possible manner in which you can do that is to lend to your country the money necessary to provide him with the weapons of warfare, and to provide his dependents with the money to keep them going while he is away fighting.

National War Bonds buy munitions of war: but they do more. They go to provide the ships and ever more ships which are necessary to bring us food. They help to maintain and increase the silent Navy which guards our shores from invasion and our transports from destruction.

Consider for a minute

the great things that National War Bonds mean.

By buying National War Bonds you turn your money immediately into munitions of war—the very best use for it at present.

By buying National War Bonds you turn your money ultimately into ships, enabling us to defeat the designs of submarines against us.

By buying National War Bonds you turn your money into a security which will be worth more to you than the paper.

By buying National War Bonds you turn your money into something which will help you through your days of trouble.

National War Bonds

What is a WAR BOND?

A National War Bond is a Government Certificate showing that you are lending the money to the State. The solemn pledge of the whole power and resources of the British Empire stands behind every penny you lend. You get interest at the rate of 5 per cent. per annum on your money, and you can get back your money with a handsome premium after a few years. Every penny you lend helps to defeat the Germans and to bring our men back from the battle-fronts of the Empire. Every penny you lend helps to bring your own boy back from the battle-fronts of the Empire. Every penny you lend helps to bring your own boy back from the battle-fronts of the Empire.

£150 for your £100

Britannia's Word is her BOND

You can buy National War Bonds at any Bank, or from any Stockbroker. You can buy them in values of £5, £20 or £50 from any Money Order Post Office

Is YOUR back to the wall?

Sir Douglas Haig's order to his men carries a message for YOU.

"There is no other course open to us but to fight it out! Every position must be held to the last man: there must be no retirement.

With our backs to the wall and believing in the justice of our cause, each one of us must fight on to the end. The safety of our homes and the freedom of mankind depend alike upon the conduct of each one of us at this critical moment."

THE stern determination which inspires these words must find an echo in all of us.

Our men are fighting with their backs to the wall. Are you facing the crisis in the same spirit? Are you pouring out your money in more and more?

Are you, man or woman, doing all you can to supply them with the weapons—the Shells and Guns and Tanks and Aeroplanes—to enable them to stand wildly on their present lines and eventually to hurl the Germans back?—to help them to convert our enemy's first offensive into a complete and final disaster for the German nation, and the whole spirit of ruthless aggression which it embodies.

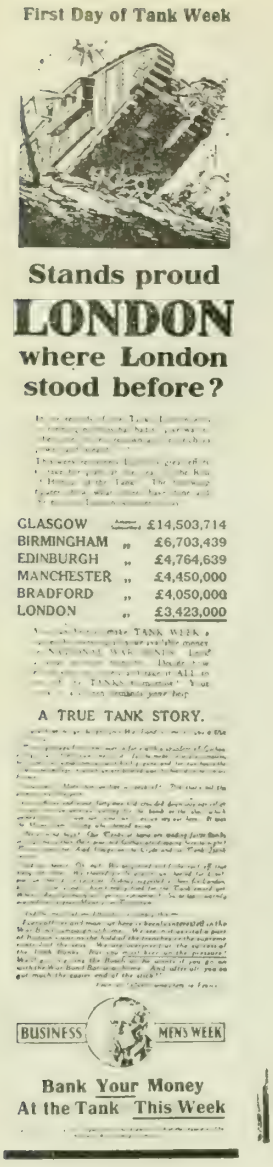
Haig's message was addressed to his troops, through them it is addressed to you. Lend to your country now every shilling you can possibly spare.

Buy National War Bonds TO-DAY

Every Day—Every Week until Victory is ours.

You can buy National War Bonds at any Bank or from any Stockbroker. You can buy them in values of £5, £20 or £90 from any Money Order Post Office

Some of the advertisements run during last April, the biggest bond-selling month since National War Bonds were first offered last October. These were published in two-column width, full depth of newspaper page.



In Monday's Dailies

Gentlemen: It is our duty to our country
to make a special effort this week.
WHAT YOU WILL GET IF YOU LEND YOUR MONEY TO YOUR COUNTRY
BUSINESS MEN'S WEEK
Money now on deposit at the Bank will yield nearly 2½ more interest if invested in National War Bonds
TO-MORROW every working man can help.
Will you help your country?
WHAT YOU WILL GET IF YOU LEND YOUR MONEY TO YOUR COUNTRY
BUSINESS MEN'S WEEK
You can help by investing every spare pound and every spare shilling in War Savings Certificates
A call to the people of LONDON.
WHAT YOU WILL GET IF YOU LEND YOUR MONEY TO YOUR COUNTRY
BUSINESS MEN'S WEEK
YOU CAN HELP BUY WAR BONDS
Look at your Bank Book to-day—March 7th.
Have you money in the Bank which ought to be earning more for you?
WHAT YOU WILL GET IF YOU LEND YOUR MONEY TO YOUR COUNTRY.
BUSINESS MEN'S WEEK
Our Country never offered such a high rate of interest before the war. It will probably never offer it again after the war is over

Run in London during Business Men's Week

facture and in transport. It was impossible to give every small town and village a visit of a Tank. So again an effort was made to find another selling scheme that would provide a stimulus in places that a Tank could not reach.

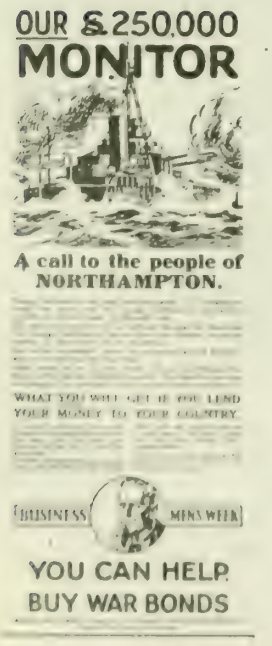
A BUSINESS MEN'S WEEK

Then came to Mr. Sutton and those associated with him the idea of a "Business Men's Week." The Tanks had shown that when a deep impression can be made in a city or town the population of that city or town can be persuaded to invest in National War Bonds a sum of $50 per head of the population upwards. The high water mark was reached with the $15 per head of population subscribed by West Hartlepool during its Tank Week. As a rule the per capita subscription was about $65 or $70 per head, as in the case of Glasgow. What was wanted was a scheme without a Tank that would apply a stimulus through the length and breadth of the land and not in a few selected cities only. "Business Men's Week" succeeded in accomplishing this to a marked degree.

The organization at Salisbury Square was loaded rather heavily and it was felt that to give Business Men's Week a chance some outside organising talent must be enlisted in the cause. Mr. Sutton selected Mr. Wareham Smith, Advertisement Manager of the "Daily Mail" and Chairman of the Aldwych Club, to assume the responsibilities for the detail work of "Business Men's Week" and to invite the members of the Aldwych Club as individuals to assist him. The response to the invitation was immediate and enthusiastic. From the moment that Mr. Wareham Smith took charge of the work, the success of the scheme was never in doubt.

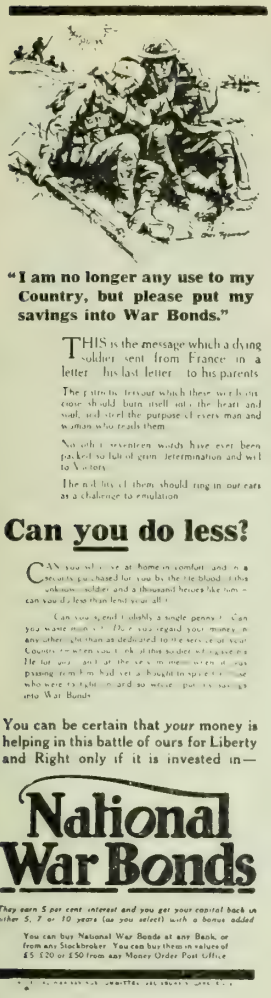
WAR WEAPONS A MOTIF

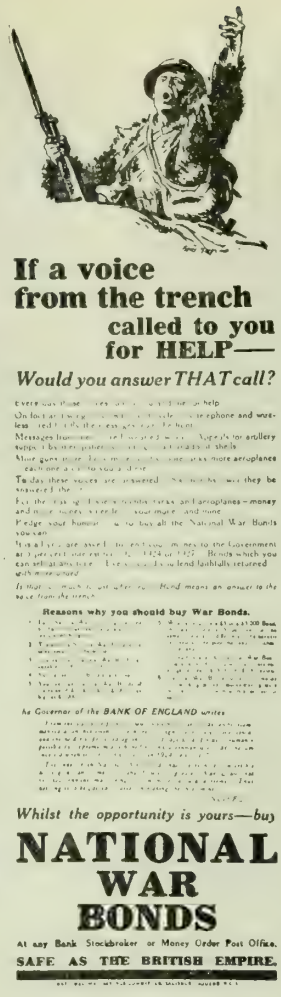
It was argued that if $50 per head of the population upwards could be got from a city or town through the stimulus of the Tank, a less strong stimulus could get some result less than $50 per head. Therefore each town, according to its population, was invited to put up so much money based on that population at the rate of about $12.50 per head; but instead of expressing the quota in terms of money it was expressed as an Implement of War. A city with a population of 1,000,000 was requested to provide a super-dreadnought which costs $12,-

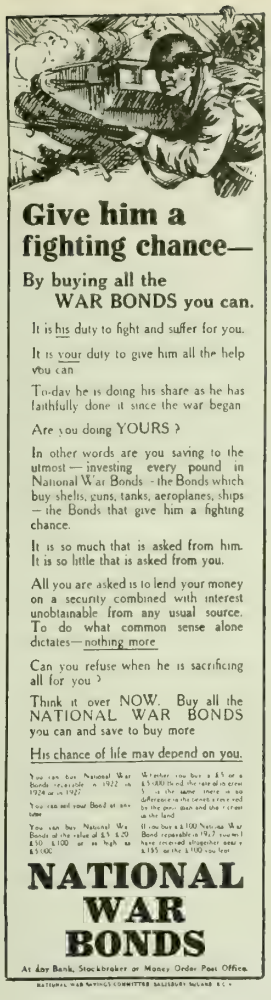

OUR £250,000 MONITOR
A call to the people of NORTHAMPTON.
WHAT YOU WILL GET IF YOU LEND YOUR MONEY TO YOUR COUNTRY
BUSINESS MEN'S WEEK
YOU CAN HELP BUY WAR BONDS

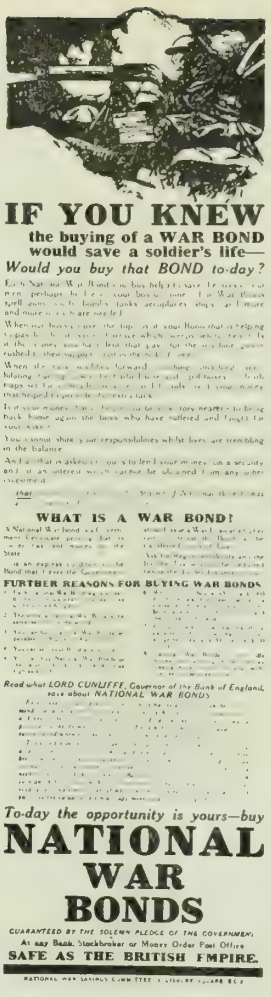
FOURTH DAY OF TANK WEEK
Are you helping to win THE TANK RACE?
WHAT OTHERS HAVE DONE LONDON CAN DO
Bank Your Money at the Tank This Week
Buy each of them a £5 Easy-to-Buy Bond to-day!
Buy all you can for yourself!
WHAT YOU WILL GET IF YOU LEND YOUR MONEY TO YOUR COUNTRY
BUSINESS MEN'S WEEK
LAST DAY OF TANK WEEK
Your last chance of making a success of TANK WEEK.
REMEMBER HARTLEPOOL!
Bank Your Money at the Tank To-Day.
LAST DAY OF BUSINESS MEN'S WEEK
Could you look a fighting man straight in the face and say:
WHAT YOU WILL GET IF YOU LEND YOUR MONEY TO YOUR COUNTRY
BUSINESS MEN'S WEEK

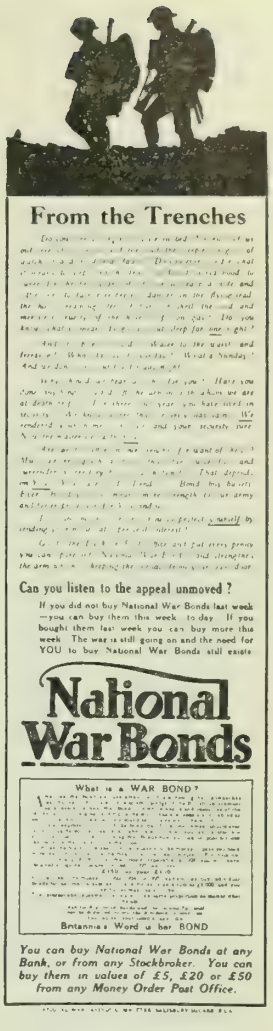
Day-by-day announcements during "The Week."


"I am no longer any use to my Country, but please put my savings into War Bonds."
THIS is the message which a dying soldier sent from France in a letter his last letter to his parents
Can you do less?
You can be certain that your money is helping in this battle of ours for Liberty and Right only if it is invested in—
National War Bonds
They earn 5 per cent interest and you get your capital back in either 5, 7 or 10 years (as you select) with a bonus added
You can buy National War Bonds at any Bank, or from any Stockbroker. You can buy them in values of £5 £20 or £50 from any Money Order Post Office


If a voice from the trench called to you for HELP—
Would you answer THAT call?
Reasons why you should buy War Bonds.
Whilst the opportunity is yours—buy
NATIONAL WAR BONDS
At any Bank Stockbroker or Money Order Post Office.
SAFE AS THE BRITISH EMPIRE.


Give him a fighting chance—
By buying all the WAR BONDS you can.
It is his duty to fight and suffer for you.
It is your duty to give him all the help you can
To-day he is doing his share as he has faithfully done it since the war began
Are you doing YOURS ?
In other words are you saving to the utmost — investing every pound in National War Bonds - the Bonds which buy shells, guns, tanks, aeroplanes, ships — the Bonds that give him a fighting chance.
It is so much that is asked from him. It is so little that is asked from you.
All you are asked is to lend your money on a security combined with interest unobtainable from any usual source. To do what common sense alone dictates—nothing more
Can you refuse when he is sacrificing all for you ?
Think it over NOW. Buy all the NATIONAL WAR BONDS you can and save to buy more
His chance of life may depend on you.
NATIONAL WAR BONDS
At any Bank, Stockbroker or Money Order Post Office.


IF YOU KNEW
the buying of a WAR BOND would save a soldier's life—
Would you buy that BOND to-day?
WHAT IS A WAR BOND?
FURTHER REASONS FOR BUYING WAR BONDS
To-day the opportunity is yours—buy
NATIONAL WAR BONDS
GUARANTEED BY THE SOLEMN PLEDGE OF THE GOVERNMENT
At any Bank, Stockbroker or Money Order Post Office
SAFE AS THE BRITISH EMPIRE.


From the Trenches
Can you listen to the appeal unmoved ?
If you did not buy National War Bonds last week—you can buy them this week to-day. If you bought them last week you can buy more this week. The war is still going on and the need for YOU to buy National War Bonds still exists
National War Bonds
What is a WAR BOND?
Britannia a Word a her BOND
You can buy National War Bonds at any Bank, or from any Stockbroker. You can buy them in values of £5, £20 or £50 from any Money Order Post Office.

More of the ads, in which we may find many suggestions

500,000. A town of 40,000 was asked to provide a torpedo boat which costs $500,000. The smaller places were asked to provide aeroplanes which cost $12,500 each, and according to population they were assessed at 10 aeroplanes or 12 aeroplanes, or whatever number might be considered appropriate for their population.

London's effort during that week was to beat the entire provinces. For that purpose 4 Tanks came to London. They were stationed by the Royal Exchange, in the city itself, and in Trafalgar Square, which is just at the top of Whitehall and in the centre of the West End. Trafalgar Square became something like a circus. The National Gallery had a giant oil painting by Bert Thomas showing Drake opposing the Spanish Armada. Movie films were projected on both sides of the Nelson pillar as soon as dusk came. Two Tanks went lumbering through the streets collecting large sums for National War Bonds, but $250,000 was the smallest sum that would induce one of these monsters to perambulate up to the front door of the investor in search of the cheque. Carrier pigeons were enlisted and any man with $50,000 to invest could have it transmitted to the Tank Bank by means of the carrier pigeon. Queen Alexandra liberated the first pigeon. Admiral Sims released a fleet of model warships in the fountains of Trafalgar Square, and this added to the general interest of a varied exhibition. There were captured guns, other implements of war, the aluminium boat of an airship, a Red Cross wagon and many other features that brought home to the visitors something of the real features of the great War upon which we are engaged. Hour by hour the figures of the returns from both the City Tank Bank and the Trafalgar Square Tank Bank were exhibited to the attending crowds which, sometimes to the number of 35,000 individuals, filled the Square solid.

The grand result of "Business Men's Week" was something in excess of $750,000,000 of which London contributed just about half. The total announced in April by the Chancellor of the Exchequer fell short of being the actual total because some of the returns had not yet been received. If to the total mentioned were added the result of Scotland's Business Men's

Four of the posters used during Business Men's Week

—MORE—

THE supreme need of the moment is for "more." More everything. More men, more shells, more aeroplanes, more tanks and behind them all, more money to buy them.

National War Bonds

pave the road to victory. The country is urged to invest 25 millions per week in National War Bonds. Every pound is needed—urgently.

On the average each man's share in this 25 millions per week is 10s. 6d. for himself and 1s. for each of his dependents. Some men can invest far more than 10s. per head per week. Many must be content with less.

If every man, up to the measure of his ability, will be patriotic enough to do his best, the 25 millions each week will be easily attained.

This investment is the soundest in the world. It invites us to victory that pays 5 per cent. per annum, and that will be paid back with a premium a few years hence.

Where does YOUR town stand

on the list giving the total purchases of War Bonds through the banks for the fourteen weeks ending 5th January?

Purchases of National War Bonds through Banks In Cities with over 200,000 population.

	Population	Total Purchases during 14 weeks	Bonds per Head per week
NEWCASTLE on Tyne	266 603	£5.982 669	32 0½
BRADFORD	288 458	£5,319,742	26 4
BIRMINGHAM	840 202	£11,368,110	19 3½
MANCHESTER ...	714 385	£9,433,955	17 10½
LIVERPOOL ...	753 353	£8,414 060	15 11½
LEEDS	452 948	£3,653 990	11 6½
BRISTOL	357 048	£2,802,245	11 2½
SHEFFIELD ...	459 916	£2,767 940	8 7½
*HULL	277,991	£1,223,710	6 3½
LEICESTER ...	227,222	£440 495	2 9½
NOTTINGHAM ...	259 904	£492 005	2 8½
PORTSMOUTH ...	231,141	£423 835	2 7½
*STOKE-ON-TRENT	234,531	£136,095	10d.

* No Bank had visited these towns during the period.

PURCHASES OF WAR BONDS FOR 14 WEEKS.

The figures in brackets show purchases of the respective Towns or Cities

ANGLESEY		Southport (67,000)	£175,882
Holyhead	£11,690	Stalybridge (26,514)	£21,925
CARNARVONSHIRE.		Stretford (34,430)	£76,955
Bangor (12,000)	£29,205	Swinton and Pendlebury (23,500)	£20,440
Llandudno (10,000)	£32 480	Tyldesley with Shakerley (15,500)	£19,960
CHESHIRE.		Warrington (72,000)	£220,935
Altrincham (12,000)	£96,005	Waterloo with Seaforth (26,000)	£25,610
Birkenhead (130,000)	£171,040	West Houghton (15,000)	£3 705
Chester (39,000)	£212,055	Widnes (24,000)	£16,170
Congleton (13,000)		Wigan (90,000)	£254,170
Crewe (51,000)	£32 705	Worsley (13,000)	£3,335
Dukinfield (24,000)	£16,385	LINCOLNSHIRE	
Ellesmere Port (11,000)	£14,245	Boston (16,000)	£103,805
Hoylake and West Kirby	£10,740	Gainsborough (15,000)	£183,620
Hyde (37,000)	£17,090	Grantham (20,000)	£101,310
Lower Bebington	£3,570	Grimsby (100,000)	£446,785
Macclesfield (37,000)	£53,715	Lincoln (62,000)	£250,495
Northwich (16,000)	£56 315	Spalding (10,000)	£65,495
Runcorn (13,000)	£19,815	NORTHUMBERLAND	
Sale (22,000)	£24,085	Ashington (21,000)	£3 325
Stockport (140,000)	£106,660	Bedlingtonshire (12,000)	£2,220
Winsford (6,000)	£2 860	Berwick on Tweed (11,000)	£59,010
CUMBERLAND		Blaydon (31,000)	
Carlisle (63,000)	£100,180	Blyth (20,000)	£18,015
Maryport (11,000)	£11,430	Cockfield (10,000)	£13,650
Whitehaven (19,000)	£49,360	Hebburn (17,000)	£1,625
Workington (30,000)	£234,300	Newcastle on Tyne (266,603)	£5,982,670
DENBIGHSHIRE.		South Shields (120,000)	£178 160
Colwyn Bay (12,000)	£72 710	Tynemouth (62,000)	£127,395
Wrexham (21,000)	£47,660	Wallsend (44,000)	£14,900
DERBYSHIRE		Whitley & Monkseaton (14,000)	£33,790
Alfreton (19,000)	£15 350	NOTTINGHAMSHIRE.	
Belper (12,000)	£5,255	Arnold (11,000)	£5,700
Buxton (10,000)	£50,155	Beeston (13,000)	£6,450
Chesterfield (60,000)	£108,960	Carlton (13,000)	£315
Derby (140,000)	£440,210	East Bedford (11,000)	£39, 25
Glossop (24,000)	£160,510	Hucknell Torkard (15,000)	£-,670
Heanor (13,000)	£14,900	Kirby in Ashfield (21,000)	£1,845
Ilkeston (30,000)	£12,395	Mansfield (34,000)	£42,300
Long Eaton (20,000)	£8,105	Newark (16,000)	£160,365
Ripley (12,000)	£6,790	Nottingham (260,000)	£1 2,005
Swadlincote (10,000)	£16 170	Sutton in Ashfield (21,000)	£4 750
DURHAM		West Bridgeford (11,000)	£4,130
Ashfield Pan (12,000)	£2,665	Worksop (30,000)	£63,400
Bishop Auckland (22,000)	£22 905	SHROPSHIRE	
Chester le Street (10,000)	£5,805	Oakengates (12,000)	£1,685
Consett (30,000)	£3,950	Shrewsbury (27,000)	£83,665
Crook (14,000)	£111,340	Wenlock (12,000)	£17,885
Durham (14,000)	£89,900	STAFFORDSHIRE	
Fencing (10,000)	£770	Bilston (30,000)	£20,855
Gateshead (120,000)	£166,850	Brierley Hill (30,000)	£46,130
Hartlepool (22,000)	£51,020	Brownhills (16,000)	£375
Hetton (10,000)	£1,195	Burton on Trent (50,000)	£371,565
Heaton (10,000)	£1,160	Cannock (10,000)	9,615
Jarrow (30,000)	£10,835	Darlaston (12,000)	£82,405
Ryton (11,000)	£11,425	Handsworth (40,000)	£1,060
Seaham Harbour (12,000)	£8,805	Leek (16,000)	£42,230
Shotton (10,000)	£5,925	Newcastle under Lyme (20,000)	£65,290
Spennymoor (11,000)	£6,595	Rowley Regis (50,000)	£12,335
Stanley (12,000)	£4,475	Sedgley (12,000)	£1,135
Stockton on Tees (35,000)	£114,365	Smethwick (70,000)	£137,180
Sunderland (130,000)	£1,037,495	Stafford (12,000)	£57,415
Thornaby on Tees (12,000)	£3,620	Stoke on Trent (130,000)	£116,095
West Hartlepool (63,000)	£921,190	Tipton (30,000)	£4,220
Wolsingham (10,000)	£1,950	Walsall (90,000)	
LANCASHIRE		Wednesbury (20,000)	£10,805
Accrington (36,000)	£14,885	West Bromwich (70,000)	£183,790
Ashton under Lyne (45,000)	£4,130	Willenhall (30,000)	£13,070
Ashton Makerfield (12,000)	£10,725	Wolverhampton (120,000)	£100
Atherton (10,000)	£18,440	Wolverhampton (120,000)	£486,170
Barrow (63,000)	£12,960	WESTMORLAND	
Barrow in Furness (63,000)	£11,525	Kendal (12,000)	£58,050
Blackburn (130,000)	£166,350	YORKSHIRE	
Blackpool (47,000)	£181,950	Barnsley (70,000)	£70,445
Bolton (180,000)	£155,680	Batley (30,000)	£56,550
Burnley (100,000)	£110,750	Beverley (11,000)	£18,115
Bury (60,000)	£79,180	Bingley (12,000)	£59,810
Chorley (30,000)	£60,700	Bradford (300,000)	£5,319,740
Clitheroe (10,000)	£67,920	Brighouse (12,000)	£45,035
Colne (20,000)	£54,460	Castleton (12,000)	£19,960
Crosby (17,000)	£17,600	Cawthorne (10,000)	£27,650
Darwen (40,000)	£4,150	Dewsbury (50,000)	£215,875
Eccles (40,000)	£15,510	Doncaster (40,000)	£162,180
Farnworth (12,000)	£18,210	Elland (12,000)	£32,925
Fleetwood (10,000)	£ 175	Eston (12,000)	£2,250
Haslingden (16,000)	£26,520	Featherstone (10,000)	£14,400
Heywood (25,000)	£11,250	Goole (12,000)	£86,575
Horwich (12,000)	£18,330	Halifax (100,000)	£422,280
Kirkham (10,000)	£14,600	Harrogate (30,000)	£250,960
Lancaster (50,000)	£ 660	Holmfirth (10,000)	£12 35
Leigh (43,000)	£10,095	Huddersfield (120,000)	£781,810
Lytham (12,000)	£6,925	Hull (300,000)	£1,223,710
Maryport (10,000)	£14,860	Keighley (50,000)	£188,325
Middleton (12,000)	£ 35	Leeds (450,000)	£3,653,988
Morecambe (10,000)	£ 50	Mexborough (15,000)	£2,600
Nelson (30,000)	£ 80	Morley (12,000)	£318,740
Oldham (150,000)	£ 80	Normanton (10,000)	£41,010
Ormskirk (10,000)	£ 80	Pontefract (12,000)	£20,930
Preston (120,000)	£ 80	Pudsey (12,000)	£8,865
Radcliffe (20,000)	£ 80	Ripon (12,000)	£19,550
Rawtenstall (20,000)	£ 80	Rotherham (70,000)	£46,080
Rochdale (90,000)	£ 80	Scarborough (40,000)	£20,485
Rossendale (30,000)	£ 80	Sheffield (460,000)	£2,767,940
Southport (67,000)	£ 80	Shipley (30,000)	£ 35
Stalybridge (26,514)	£ 80	Skipton (12,000)	£ 35
Stretford (34,430)	£ 80	Stocksbridge (10,000)	£ 35
Swinton and Pendlebury (23,500)	£ 80	Todmorden (12,000)	£ 35
Tyldesley with Shakerley (15,500)	£ 80	Wakefield (60,000)	£ 35
Warrington (72,000)	£ 80	Whitby (12,000)	£ 35
Waterloo with Seaforth (26,000)	£ 80	Wombwell (12,000)	£ 35
West Houghton (15,000)	£ 80	York (100,000)	£ 35
Widnes (24,000)	£ 80		
Wigan (90,000)	£ 80		
Worsley (13,000)	£ 80		

—BONDS—

Week effort—to which Scotland applied the term "War Weapons' Week"—which took place a few weeks later, the grand total for England and Scotland may be taken as $850,000,000.

$125,000,000 A WEEK

Up to 8th June, by which time National War Bonds had been on offer for 34 weeks, the total value sold had come to just about $4,000,000,000. Their sale is being maintained. There are low weeks and average weeks, and occasionally there are "boom" weeks to raise the average to the necessary $125,000,000 per week. It is not possible or even desirable to have the steady $125,000,000 per week. That is the average figure which is just about being achieved, and all the devices of skilled salesmanship are applied to keep the average right.

There are many schemes projected to arouse the interest and inspire the action of the investor. In spite of the money that has been invested in Government securities the banks of the United Kingdom carry deposits to the approximate value of $40,000,000,000, and this amount does not vary greatly. A few hundred million may be withdrawn to be loaned to Government, but it flows back again just as the rivers return to the sea. It would of course be impossible to have all of this amount or even half of it withdrawn and put into National War Bonds, but by steady, repeated weekly or daily assaults on these Bank deposit balances, the $125,000,000 per week can be and will be maintained.

The organization at Salisbury Square deserves a word. Mr. Sutton as Director of Publicity has associated with him a hard-working, enthusiastic and capable staff. He took with him to his work Mr. W. B. Robertson. Advertisement Manager of a group of Amalgamated Press Publications, and it may be said that Mr. Robertson acts as Chief of Staff. He wisely retained the services of Mr. H. Holford Bottomley, C.B.E., the father of the Tank scheme, and the member of the organization who is regarded as the specialist in "stunts." The placing of advertising contracts was entirely in the hands of Mr. C. P. Higham, and most of it still goes through his capable hands. Another responsible officer is Mr. S. James Brown, who was formerly associated with Mr. Higham but was claimed by the Army, only to be reclaimed by the Government Department to whom his services as an expert advertising man are so valuable.

Side issues have developed. The records of sales of National War Bonds and War Savings Certificates from every area in England with a population in excess of 10,000 are received each Monday or Tuesday for the week immediately preceding. These are tabulated and every Tuesday evening are sent out to 300 odd newspapers published through the length and breadth of England. This is voluntary work carried out by some nine members of the Aldwych Club

On the left an advertisement keyed to inter-city rivalry. On the right, an advertisement run by the Scottish Committee in English newspapers during Scotland's Week.

To Scots in England

THIS week is War Weapons Week in Scotland. The Scottish War Savings Committee are, at the request of the Chancellor of the Exchequer, inviting Scotland to rise to the occasion to do what England did during Business Men's Week—and to beat England's effort.

EVERY Scot knows that Scotland can do better than England on a population basis. The Scottish War Savings Committee request every Scot living South of the Tweed to back up Scotland and buy National War Bonds or War Savings Certificates through the Scottish Banks, so that their applications may help to swell the result of Scotland's War Weapons Week.

ENGLAND and Wales provided £4 per head of their population during Business Men's Week. If Scotland is to provide an equal sum according to population, Scotsmen and Scotswomen will purchase these Government securities to the value of £16,000,000 this week.

IF you are a Scot you are proud of Scotland. You have reason to be. If Scotland does more than 16 millions during the week you will have further reason to be proud, because Scotland will again have beaten England. If you do your share Scotland will be proud of you and you will be proud of yourself.

THIS WEEK
for the credit of Scotland
BUY
National War Bonds
through the Scottish Banks

The £. s. d. of National War Bonds
WHAT YOU GET BACK

in Capital, Interest and Bonus if you buy National War Bonds repayable in 1928, of the value of

	£5	£20	£50	£100	£200	£500	£1000	£5000
	you get	you get	you get	you get	you get	you get	you get	you get
1918 Oct 1	*£5	*£20	*£51 5	*£102 10	*£205	*£512 10	*£1025	*£5125
1919 Apr 1	2 6	10/-	£1 5	£2 10	£5	£12 10	£25	£125
Oct 1	2 6	10	£1 5	£2 10	£5	£12 10	£25	£125
1920 Apr 1	2 6	10	£1 5	£2 10	£5	£12 10	£25	£125
Oct 1	2 6	10/-	£1 5	£2 10	£5	£12 10	£25	£125
1921 Apr 1	2 6	10	£1 5	£2 10	£5	£12 10	£25	£125
Oct 1	2 6	10	£1 5	£2 10	£5	£12 10	£25	£125
1922 Apr 1	2 6	10	£1 5	£2 10	£5	£12 10	£25	£125
Oct 1	2 6	10/-	£1 5	£2 10	£5	£12 10	£25	£125
1923 Apr 1	2 6	10	£1 5	£2 10	£5	£12 10	£25	£125
Oct 1	2 6	10	£1 5	£2 10	£5	£12 10	£25	£125
1924 Apr 1	2 6	10	£1 5	£2 10	£5	£12 10	£25	£125
Oct 1	2 6	10	£1 5	£2 10	£5	£12 10	£25	£125
1925 Apr 1	2 6	10	£1 5	£2 10	£5	£12 10	£25	£125
Oct 1	2 6	10	£1 5	£2 10	£5	£12 10	£25	£125
1926 Apr 1	2 6	10	£1 5	£2 10	£5	£12 10	£25	£125
Oct 1	2 6	10	£1 5	£2 15	£5	£13 10	£25	£125
1927 Apr 1	2 6	10	£1 5	£2 10	£5	£12 10	£25	£125
Oct 1	2 6	10	£1 5	£2 10	£5	£12 10	£25	£125
1928 Apr 1	£5 5 6	£20 10	£51 15	£102 10	£205	£512 10	£1025	£5125
Total	£7 15 for your £5	£31 for your £20	£77 10 for your £50	£155 for your £100	£310 for your £200	£775 for your £500	£1550 for your £1000	£7750 for your £5000

* These figures show that the monthly interest from April 1st, 1918 (or from the date of purchase, if later) to October 1st, 1928 (or earlier redemption date) on a Bond purchased after that date will amount to (calculated from actual date of purchase)

Send your cheques for National War Bonds this week to any Scottish Bank in any Town in Scotland or to the London Office of any Scottish Bank, making them payable to "The Manager," and adding the name of the Bank. Or you can send your cheque drawn in favour of "The Secretary, The Scottish War Savings Committee," and crossed "_____ & Co. for National War Bonds," and post it to the Secretary, Scottish War Savings Committee, 90 Princes Street, Edinburgh. Thus your application will help to swell the result of War Weapons Week in "Auld Scotland."

"FOR AULD LANG SYNE"

CHARLES F. HIGHAM

Writer of the recruiting appeal for Kitchener's army. Wrote copy for the five billion dollar Victory War Loan appeal. Honourary advertising advisor of the National War Savings Committee and many other great departments.

GEORGE NAYLOR

Directs the advertising and selling of Scott's Emulsion in England. Mr. Naylor achieved a record by producing within 48 hours the lay-outs and copy for "Business Men's Week," during which four hundred million dollars was raised by advertising.

GEORGE A. SUTTON

Director of publicity to the National War Savings Committee. Primarily responsible for the methods which have raised $40,000,000,000 and $125,000,000 every week. Mr. Sutton has gathered round him Britain's best advertising brains and under his leadership they have set up a world's record for advertising.

W. B. ROBERTSON

Chief of staff to Mr. G. A. Sutton. Advertising Manager of the most important group of magazines in Great Britain. A leading British authority on selling methods.

WAREHAM SMITH

Founder and first President of the Aldwych Club, London. Chairman of a Committee which organized and carried out the "Business Men's Week." Director of Advertising of the "Daily Mail" and other publications.

H. HOLFORD BOTTOMLEY, C.B.E.

Has played a prominent part in the advertising of the War Loan since its inception. Originator of the "Tank Bank" recently decorated by the King for his services in this connection.

JOHN C. BRUCE

Chairman of the publicity section Scottish War Savings Committee. Largely responsible for the great success of "War Weapons Week" in Scotland. Managing Director of the General Bill Posting Co., Ltd., Edinboro

Photo Copyright E O HOPPE

The appeal to Scots by the Scottish War Savings Committee during their wonderfully successful "War Weapons Week"

who have taken this little department on as their particular job.

Yet another side line is the manipulation of a scheme inviting Managing Directors of Limited Companies to send out with their Dividend Warrants a letter asking the recipients of the Dividend to buy National War Bonds with it and with as much more money as he can spare. Every Joint Stock Bank in the Country paying Dividends is tabulated and some six weeks before the Dividends are payable the Chairman receives a letter inviting him to agree to make such an appeal to his shareholders and to supply the letter headings necessary so that the approved appeal—which by the way is different in each case—may be facsimilied and sent to the Secretary of the Company for enclosure. This scheme is working well.

Then, of course, there is the great backbone of the War Savings Movement already referred to. The War Savings Committees to the number of 1600, and War Savings Associations to the number of 40,000, are steadily turning their respective little handles day by day and week by week. They are parts of a great machine consisting exclusively of voluntary workers and war savers. These Committees are means whereby usually any great national appeal can at once be presented effectively throughout every county, town and rural district in the entire country.

Up to May, 1918, 16,750,000 out of Great Britains' population of 44,000,000 had invested their money to aid in financing the war.

SCOTLAND'S "WAR WEAPONS" WEEK

For the reasons given Scotland held aloof from the Business Men's Week and contributed its special effort later. The promoters were faced with a difficult task in that "Weapons Week" followed closely on the Tank Bank Weeks of the leading Scottish cities with its splendid record of $35 per head of the entire population. The organisers had, however, one advantage over their English friends, viz., the latter announced their title for the week, and then struck the idea of translating the money into weapons.

The Scottish workers took the cue and evolved "Weapons Week," a distinct improvement on Business Men's

(*Continued on page 28*)

BETTER BUSINESS THAN USUAL

THE WONDERFUL RECORD OF FOUR YEARS OF WAR

By William Byron
in Maclean's Magazine

THE general manager stared moodily at the "special" that lay folded over on his desk with little else but the heavy red headlines showing. He looked worried, uncertain and even afraid.

"Take a letter to Rawlins," he said, finally, to his secretary; and there was none of the usual snap and decision in his tones. "Or, no, you write it yourself. Tell him we're cancelling that last steel order. We may be forced to close up any day with war starting. Perhaps you had better wire him. Make it definite, mind."

After a moment's thought, he went on: "Tell Mr. Hawkes to see me some time this afternoon to discuss what we can do about keeping the factory running. Write to Seeley & Co. and call off that deal for painting the offices. Then get the XYZ advertising Agency on long distance and tell them to cancel every single advertising order they've placed for us. Make that flat. This is war and the Lord only knows what we're going to be up against! We've got to pull in, conserve, save. I must get that idea all through this organization. Perhaps we won't have any organization before long. If," he added, fiercely, "any of those weak-kneed jobbers go and cancel the orders they've placed with us, we'll go out of business fast enough!"

A month ago the general manager sat at his desk with two telephones in front of him and barked orders at a battery of stenographers:

"Acknowledge this from Acme Wholesale Co. Can't fill any more orders. We'll be lucky if we get around to those already placed. And write to Rawlins and put it up to him plump and plain that if he doesn't rush along that carload he promised we'll pull our business away from him—after the war. We've simply got to have that steel or we won't be able to fill those shell orders let alone get around to anything else. Tell him that. And now tell Hawkes to come in and we'll go into that matter of having the whole factory go on overtime. I don't care what they say—it's got to be done."

From August 4, 1914, to June 21, 1918, (when this is written) is a long jump. The four years that intervene have been the most trying, crucial, spectacular and profitable years in the history of Canadian industry. They have demonstrated many things. They prove that we have a reserve strength that can be depended upon in an emergency and that our business men are resourceful. That last has been very apparent. Business has "stood up" well. Every strange turn and unexpected handicap has been faced and met.

Take a bird's-eye view of the four years! During the fiscal year ending March 1, 1914, the total trade of Canada, imports for consumption and exports of Canadian produce, was $1,050,045,583. For the fiscal year ending March 1, 1918, the total trade was $2,502,579,635. The increase during the same period in exports alone was 256 per cent! This has been accomplished in the face of a severe labor shortage and a still more serious shortage of raw materials.

The wealth of the country has increased enormously in that time. In 1914 the savings deposits in Canadian banks totalled $663,679,223 or $86 per head. In 1918 the savings have swollen to $933,644,688 or $120 per head. This accession of wealth has been accomplished in addition to the $760,000,000 that the people have loaned to the Government for war purposes.

The four years of the war have been remarkable years in the business history of Canada. They have witnessed the smashing of precedents and the setting up of wonderful new records. Business has been remade on the anvil of war necessity.

The story starts with days that were dark indeed. If there was any silver lining to the war clouds it required a superhuman share of optimism to see it. War came so unexpectedly that the business men of Canada were absolutely dumbfounded. It was a situation they had never faced before. The possibilities were so grim and unlimited that the impulse of business generally was to "crawl into its shell." Orders were cancelled wholesale, advertising was withdrawn, deals of all descriptions were broken off. Looking back to those first awful days of the war, business men are inclined to-day to wonder why they were so panicky and to underestimate the real gravity of the situation.

It is to be wondered at, however, that we came through as well as we did. Canada had just experienced two years of hard times. Business had been very flat. The Western real estate boom had burst wide open. The war came, literally, as the last straw. Many factories closed down, moratorium was declared in some provinces, unemployment became a grave problem. The report of business failures came thick and fast. During the fall of 1914 and the succeeding winter the crisis was very grave indeed. The slogan "Business as usual" had been seized upon and it was used enthusiastically by the newspapers and public speakers. But business was not as usual. Business was bad.

In the spring of 1915 the turn came. War orders were beginning to come through and manufacturers perceived for the first time the prospect of prosperity arising directly out of war conditions. Machines that had been idle all winter were altered for the purpose of shell making or were replaced by new. The rush of enlistments had solved the labor problem.

Orders for all variety of goods began to arrive from across the seas Equipment was needed, food was needed, everything, in fact, that we could produce and ship was sure of a ready market

In 1915, therefore, began a period of great prosperity. Not only was business good but there were no disturbing elements such as developed later. Materials were not scarce—not as we understand the term now—and the labor problem was not in any sense acute. Our exports that year increased by over two hundred million dollars and for the first time our balance of trade was righted. To put a fitting climax on this period of rejuvenation. Mother Ceres opened her bountiful arms to their widest and Canada had the greatest crop of her history.

From that time on there has been no slackening of industrial activity. Difficult conditions have arisen. Materials have been getting shorter all the time and the prospect of an absolute end is faced to-day in some lines. Metals are particularly scarce. The labor problem has grown steadily worse as the drain of enlistments has continued. But through it all, industry has marched on to ever larger achievements of production and an all-prevailing prosperity has marched in its wake.

During four years prices have more than doubled in most lines; in some cases they have doubled several times over. The cost of living has pyramided in a giddy spiral. This condition is inevitable, of course, and has contributed to the general prosperity, making increases in wages possible—and necessary. Space does not permit of a survey of the advance in prices but the figures are truly astonishing. The upward trend has made the farmer a veritable plutocrat.

Our war prosperity has been so general that practically all branches of business have benefited. With the few exceptions there have been exceptional circumstances. The best method of securing an estimate of what has been accomplished during the four years is to consider each branch of industry in turn.

Agriculture is the basic industry; and the scroll of history writes one fact large, that agriculture flourishes when men go to war. The Canadian farmer has had to work harder than ever before but his reward has come back to him in the shape of a vastly increased earning power. The farmer makes to-day at least twice as much as he did back in 1914. In the West where that ideal combination has been achieved—big yields on high markets—the rancher is quite literally rolling in money. Mortgages have been paid off, expensive farm machinery invested in, automobiles purchased. Cases are known where the yield of one season has sufficed to clear off a steep mortgage.

(*Continued on page 40*)

Marketing
and Business Management

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With which is incorporated
ECONOMIC ADVERTISING
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GREETINGS FROM ENGLAND

THAT association in the prosecution of the war is developing a strong fellowship between the business interests of England and the American continent, is emphasized in the several announcements of British publishing houses and advertising agents appearing in this issue of MARKETING, and similarly in several trade journals in the United States on the occasion of the Fourth Anniverary of the declaration of war.

These messages of greeting and expressions of determination in a common purpose, appearing in the same issue with the story of the wonderful accomplishments of British War Loan advertising, give a special character to this number of MARKETING. They should waken in our readers a stronger feeling of sympathy and brotherhood, and of admiration for the fortitude with which English business has met the many sacrifices and difficulties which the war has entailed. In comparison with them we must appreciate more than ever that our lot has been indeed fortunate. Our own accomplishments seem meagre, our pride in them should moderate, as we realize the way in which the Mother-land has "carried on" with fully half her adult population withdrawn from productive pursuits.

If we have failed to better appreciate what England has done and is doing, handicapped as she is, it is because we have not been informed. The half has not yet been told. We venture to suggest that it is due Great Britain that these facts be told and repeated until no one on the American continent remains without a more adequate conception of the large and significant part she has played in the prosecution of the war. We hear so much of Canadian and American "doings" as to completely overshadow the comparatively little we learn of Britain's part in the accomplishments of the past and the measure of her service to mankind.

The need and importance of a wider dissemination of such information in the United States and Canada has been urged upon the British Ministry of Information, and it is to be hoped that steps will be taken at an early date to correct the manifest injustice which England has suffered through this lack of knowledge of her war activities.

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ADVERTISING AS CAPITAL INVESTED

THAT Governments should recognize advertising investments as "capital invested" in computing tax assessments and in estimating good will has been repeatedly urged.

As pointed out by Roger W. Babson, statistical expert, before the Ways and Means Committee of the U. S. Congress, the employment of money for hiring workmen to beautify a property in order to make it more attractive to trade is permitted to be classed as invested capital, whereas money spent for advertising, which does infinitely more to make the property popular, is not so classified.

"If I hire a carpenter to erect a sign" said Mr. Babson, "and a painter to advertise my business thereon, I can charge the services of this carpenter and painter to capital invested. If, however, I invest the same amount of money in paper and ink for the same purpose, the Government refuses to consider it as capital invested. This is absolutely unjust and a distinct discrimination. The work and service of advertising men are just as valuable to this country as the services of any mechanic, in many ways more valuable, because the demand for goods must come before goods are manufactured."

He urged that good will gained through advertising should be allowed classification as invested capital and be exempt from taxation. Trade marks and brands are as important in developing domestic industry and in standardizing manufacturing as are buildings and machinery. To refuse to consider money spent upon advertising as capital invested, and to allow it in the second instance is handicapping industry. Such discrimination not only affects the manufacturer and business man but the wage-earner as well. Advertising has done more than any other thing to create work for and help the interests of the wage-earners.

If I invest $100,000 in advertising to build up good will for my goods neither the Government nor the banks will account it as "capital invested". If, however, I buy a business, paying $100,000 of the purchase money for good will which may have been built up by expenditures in advertising, this is reckoned as "capital invested". This is inconsistent, to say the least.

In the development of foreign trade the value of brands and trade marks is tremendous. The success of German, English and French exporters has been largely due to the encouragement of the development of brands by their respective governments. If the Government recognizes the value of trade marks to the extent of protecting them by legislation, it certainly should recognize their value in connection with taxation. The nation which has the greatest foreign trade after the war will be the one whose manufacturers have the greatest good will. Certainly everything should be done to encourage manufacturers in the development of this good will.

MUNITIONS OF MARKETING

Beginning a regular department for the review of catalogues, booklets, folders and such other "Munitions of Marketing" as seems worthy of your attention. Put MARKETING on your mailing list, and bring to our notice any art work, engravings and printed matter "made in Canada" which you think noteworthy.

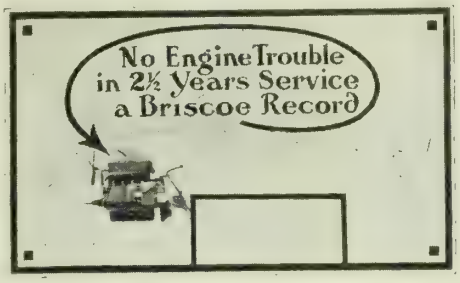
THERE came to my desk this month a beautiful piece of printing from the Reid Press at Hamilton. It is called "Beautiful Homes of Hamilton". The cover is in colors—zincs were used—showing a decorative house and lawn. The inside with the exception of the title page saying that the book is issued by Thomas C. Watkins, Limited, and the editorial page which gives a short talk of the purpose of the book, is a series of views of Hamilton Homes. The printing is in brown ink on Cameo stock.

As a piece of advertising for "The Right House" I cannot see where it is going to do them much good. There is no appeal. Each page could be made bright with a little story of the layout or some special feature of the houses shown. There is no wind-up to the book—it breaks off too abruptly. They say "here is something we did" and they leave the reader. That might be alright, but would it not have been better to tell something of their business and how they could co-operate with people who wanted such class of work done.

They could have given some idea of who owned the house—that is, other than the name. I don't know Mr. R. R. Wallace—who he is or what he does. If I was told that Mr. R. R. Wallace was the President or Manager or Secretary of some company in Hamilton, I would be more impressed.

* * *

ANY car owner or prospective buyer would certainly be interested in the folder issued by the Canadian Briscoe Motor Car Company, Toronto. The cover says "No Engine Trouble in 2½ Years' Service." The cover is so cleverly done that the reader wants to find out at once what it is all about, and who made the record. On the second page comes the story—a reproduction of a letter received by the company. So far—good. The reader is impressed. So he goes over to the next two pages and finds—Mr. Patterson is Right—of course, he reads on and finds out just enough about the Briscoe to make him want a catalogue or a demonstration. He is left wanting that—it would have been a fine touch if a post card had been attached so that the prospect could send for further information—that would



have given the company a chance to send a dealer to demonstrate and send more information. The Reid Press deserves credit for this folder.

* * *

WHEN most advertising men talk of house organs, they mean small magazines and instantly the customer is scared of the idea. They think that a small magazine of their own cannot be made interesting enough to hold the dealer or the consumer and make them read.

Geo. B. Meadows of Toronto decided some time ago to issue a house organ, in fact, two of them. One goes to the manufacturer and advertises steel equipment, metal lockers, tables, stools, wire guards, etc. The other goes to coal dealers and talks about efficiency in the coal yard and shows coal dealers' supplies.

Both of these house organs are only four pages, size 8½x11, set very much after the style of national magazines. The copy is stories of the actual use of the various products made by the Company, showing their application to other companies or consumers. Particular attention is given to naturalness in the copy, making interesting reading matter—and as far away from the usual advertising appeal as possible. They are "different" in every way.

The first issue of their Manufacturer's Monthly brought them one order of over $10,000 and several small orders and enquiries which the company hopes to turn into big business.

The first issue of the Coal Dealer brought orders for supplies and there were many requests that future issues be sent when published. The only unusual feature about these two pieces of printing is the copy—it is decidedly readable and leaves a good impression with the reader. The printing is very excellent and in good taste.

* * *

THE Duncan Electrical Company, Limited, of Montreal, have always issued more or less direct advertising in the way of inserts and catalogues, but never seemed to think it worth while to spend much money on getting a high grade lot of printing to better advertise their goods.

But to-day there comes to me a copy of their last catalogue and two little folders. The lot spells class. The Duncan Company is raised way up in my estimation. Their other catalogue gave me the idea that they were a second rate concern. I found out that I was wrong after investigating, but the impression was there. This new catalogue has a hand lettered cover where the old one was merely a poor type arrangement. The inside of the book was laid out by some one who knows display values. It is a beautiful piece of work.

More each year manufacturers are realizing that the appearance of their printed advertising is as important or more so than the appearance of their salesmen. The printed matter stays

with the prospect and he may see it several times a week. It has got to be laid out so well that it will always leave a good impression no matter whether the manufacturer is selling high grade furniture or inexpensive electrical sockets.

I am sure that the Duncan Company will find out the value of their fine change in added results which they are sure to get from this new booklet, turned out for them by the Herald Press at Montreal.

In the production of this book it would have been well had there been an order blank and a couple of self-addressed envelopes enclosed. There

is nothing like making it easy for the prospect to send in his order—the results are sure to justify the extra expense. Printers will do well to remember these things.

THOSE who love good advertising will be interested in the Packard Truck Digest, a product of the presses of the Packard Motor Car Company, Detroit. The July number has just been received, telling of the truck trains which are daily leaving the Packard plant for the big station at Camp Holabird, out of Baltimore, Md. I am reproducing the first editorial page of this issue to give you an idea of the splendid sort of work the advertising department of this big Company is doing. The printing is on white Cameo stock. The reader cannot help but feel the sincerity in the piece the minute it reaches his hands. It is rich with simplicity. The story told is so honest that it cannot be doubted. There are no great claims for the Packard Trucks—they merely tell things which are daily happening and you believe in them. They are not trying to sell a quality product by mediocre means—they believe their product is the best of its kind and their selling efforts naturally are high grade. Canadian business men should send for samples of Packard Motor Company advertising—it will help build our standard in this country if we follow suit.

THE Canada Food Board is now reaching the consumer in a fine way to not only save food by not eating so much, but by preserving food for the colder months—they have issued four recipe books. One is devoted to fish and gives

the many ways to prepare and cook dainty dishes from this fresh and salt water food. Another tells about the canning and preserving of fruits. The third is devoted to vegetables and the fourth to the making of bread, etc. from war flours.

This series of booklets was prepared from choice recipes picked out from thousands, and gives to the woman in the home a chance to prepare better meals, utilizing fruits, vegetables and fish that she never tried before.

These four booklets are being offered to the public at a cost of five cents each, a price so low that it cannot begin to cover the cost of production. However, the booklets will help to make Canadian Homes better stocked this Winter if the public will only follow out the fine plans given by the Canada Food Board.

Heretofore, all the Food Board Advertising has been a patriotic appeal and they have now switched to the heart of things by showing people how to make better things to eat. We have to conserve—that is a war necessity—but that doesn't mean that we have to eat inferior things. We merely have to re-educate ourselves—learning how to prepare tasty dishes from the good things that come from our war-gardens.

The appeal to the appetite will do more in conserving foods that must be sent to the boys across the waters than any patriotic appeal. People are naturally selfish and this appeal to our selfish instincts will bring good results.

Getting away from the usual dry and prosaic Government bulletins, these booklets have been made attractive by using reproductions of fruits, vegetables and breads in natural colors. They were produced by the Herald Press, Montreal.

CANADIAN ADVERTISING DEVELOPMENTS OF WAR-TIME

A review of the significant happenings in Canadian advertising and publishing circles since the declaration of war.

Written for MARKETING by John C. Kirkwood

"IT is an ill wind that blows nobody good." One thinks of this proverb at this anniversary time when he contemplates the experience of publishing and advertising interests in Canada through four years of war, since August, 1914. The business of publishing in Canada is in a much healthier and more prosperous condition than it was when war broke out. This does not mean that publishers are making more money than they ever did before, but it means that many of the debilitating factors of publishing have been eliminated, and that the foundations of publishing as a business enterprise are firmer to-day than they were previous to August 4th, 1914.

Publishers are getting higher advertising rates per 1,000 of circulation than than they ever got before, and, in respect of the great majority, they are getting higher subscription, street and news stand rates. Production costs have soared, it is true, balancing the higher advertising and subscription revenues, but when these production costs decline, as they may after the war is over, advertising and subscription rates are not likely to fall in sympathy.

War has benefited the publisher in other ways: it has made him operate his business more efficiently, and has taught him the economy of conservation. Circulations are trimmed to the absolute minimum, waste in every department has been largely banished; solicitation work for advertising and circulation is better done; and costs have been more closely studied. Also the Canadian publisher has become more ready to co-operate with his brethren for common objects than he was before the war.

HIGHER SUBSCRIPTION RATES

The movement in the direction of higher subscription prices was initiated the year before the war. In the year 1913-14 several Western dailies raised the weekly subscription price to 10 cents a week, and in the year 1914-15 the weekly publishers definitely decided in convention to inaugurate a $1.50 rate. The movement on the part of the weeklies had no relation to the cost of paper, but rather to sheer necessity to get more revenue, due, in part, to the low scale of advertising rates. Later on, in 1916-1917, when paper prices went high, the daily papers were compelled to raise prices. The situation to-day, in respect of dailies and weeklies, is

36 dailies charge 5 cents a copy.
71 dailies charge 2 cents a copy.
22 dailies charge 1 cent a copy.
374 weeklies charge $1.50 a year.

It will be seen that there are still many weeklies going on at the $1 rate, but steadily the movement towards higher subscription rates continues to make progress.

Among magazines and business and technical papers the disposition to raise subscription rates has not been so general; at the same time the stronger among the class papers have been able to raise their subscription rates without any adverse effect on their circulations.

ADVERTISING RATES HAVE INCREASED

The higher production costs that have developed during the war period have made it necessary on the part of many publications to raise their advertising rates. This has been accomplished without any violent protest on the part of space-buyers, all of whom have recognized the requirements of the situation. This advance in advertising rates is perceived by the following illustrative examples:

Dailies	Maximum and minimum inch rates 1914	1918
Edmonton Journal	.42 flat	.56 flat
Winnipeg Free Press	1.12 flat	1.26 flat
Halifax Herald & Mail	.63 flat	.84 flat
London Free Press	1.40-1.56	1.68 .70
Ottawa Citizen	.42 flat	.84 flat
Toronto Globe	2.10-1.12	3.50-1.26
Toronto Star	2.10 .84	3.50-1.19
Montreal Star	2.10 1.05	2.80-1.47

In some measure these increases have been compensated for by increased circulation.

In the case of illustrated weeklies and magazines, comparisons between the rates of 1914 and 1918 would have less significance, since growth in circulations would have to be taken into account, and in the four years these have been substantial. The same is true, in lesser measure, in regard to farm papers. However, the circulations of farm papers have remained stable enough to permit of a comparison. Accordingly we have the following:

	Maximum and minimum advertising rates per inch for 1914	1917
London Farmers' Advocate	3.50-1.96	2.80-flat
Winnipeg Grain Growers' Guide	2.24-1.96	2.80 flat
Sussex Maritime Farmer	.75- .50	.98- .70
Toronto Canadian Farm	1.40-1.22	2.10 flat
Calgary Farm & Ranch Review	1.68 flat	2.24 flat

The foregoing extracts show that the trend is towards a flat rate in connection with the farm papers.

CIRCULATIONS IN CANADA

Since the year 1914 the circulation situation in Canada has altered very notably. In 1914 the Chicago Audit Bureau of Circulations was in its infant period, and had scarcely any members in Canada. It was in 1914-15 that this organization began to be active in Canada, and at the beginning its advance was obstructed by publishers singly, and in association as represented by the Canadian Press Association. This is not to be construed as meaning that Canadian publishers did not want or favor audited circulations, but it does mean that as a class they did not welcome an independent audit. However, with understanding the attitude of publishers was changed, and to-day nearly every important Canadian publication is a member of the Audit Bureau of Circulations. The result of this membership has been the standardizing of analyzed circulations, the reduction of superfluous circulations, greater care in the keeping of circulation records, and cleaner methods of obtaining and holding circulations.

The war has improved the circulations of many metropolitan dailies, in the matter of numbers, but this growth has had to encounter the opposition force of higher subscription and street sale prices. The net effect, however, has been improved circulations, and the chances are that when war is over circulations will not shrink.

In the case of periodicals the circulations have grown, as a rule, and in the case of several magazines this growth has been pronounced. The circulations of farm papers have in almost every instance gone up, and the circulation is of good quality. This growth has been a consequence of the greater importance of agriculture as a national industry a war gain, and to the greater prosperity of farmers. It has been contributed to by better solicitation work—better as to amount and quality of effort. Since 1914 there has evolved the Circulation Managers' Association of Western Canada which takes in the general as well as the specialized publications of the West.

Here it may be said that the periodical publishers of Canada have endeavored to have legislation enacted to curtail the circulations in Canada of American magazines. Nothing so far has been accomplished in this direction, but the zone system now in operation in the United States will have the sure result of reducing the Canadian circulations of American magazines. The Saturday Evening Post and the Ladies' Home Journal, the two most largely circulated American publications, now sell for 10c and 20c respectively—an increase of 5c per copy in each case. Already this has led to a smaller purchase of these two publications, and it will be the same with reference to all other American magazines.

THE DEVELOPMENT OF CO-ORDINATION IN CANADA

Not wholly due to war, yet sometimes so, has been the very manifest tendency towards collective effort on the part of publishers, and of advertisers as well, in Canada during the past four years.

This spirit of federation to promote common objects had two striking developments in 1914: The several press associations in Canada, both east and west, became unified in the enlarged and incorporated Canadian Press Association; and the Association of Canadian Advertisers was born. This same tendency to unify had two years ago another exemplification, when all the various domestic newsgathering and distributing associations in Canada were merged. Again, since the beginning of the war, the tendency on the part of publishers to unite to promote their common objects has had expression in the co-operative advertising campaigns carried on by daily papers in Printers' Ink and the Literary Digest. The weekly publishers were co-ordinated for a short time in the publication of an organ, showing how the spirit of united endeavor has had very general diffusion. The farm papers of both Eastern and Western Canada have formed associations since the war, to promote their common objects, and so, too, have the general magazines. This development is still in its early stages, but the progress made in the last four years has been very striking, and can be accounted for in part, by the new spirit of unified effort that has possessed all interests and all individuals since war began.

THE ASSOCIATION OF CANADIAN ADVERTISERS

An interesting development in the advertising world has been the formation and incorporation of the Association of Canadian Advertisers. It was incepted in 1914, and has had a good history since. It has permanent offices and a permanent secretary.

This Association is after the manner of the Association of National Advertisers of the United States. In a sense it is a protective body, formed to match the Canadian Press Association which represents publishers in union. The interests of advertisers and publishers are often in opposition—at least, on the surface, and the harmonizing and obliteration of differences are real and worthy objects. This collision of interests had effect in 1914 and 1915 when the A.C.A. strove for audited circulation statements from publishers. This demand was not welcomed by publishers as a class, but with the growth of the Chicago Audit Bureau of Circulations in Canada, the early strife passed away.

The composition of the A.C.A. is made up of the leading national advertisers of Canada, and the membership is now in the neighborhood of 80. War has interfered with the propaganda work of this organization, but there will be a much wider participation in the activities of the A.C.A. when advertising conditions become more stabilized. Just now they are very unsatisfactory, due to the difficulties advertisers are experiencing in the procuring of raw materials in quantities sufficient to permit them making their products to the limits of capacity, and the "oversold" sign has been hung out in many offices.

ADVERTISING AGENCIES

During the four years of war the number of advertising agencies remained fairly stationary. In 1914 the number of recognized agencies was 22; to-day there are 18 agencies recognized in Canada. Many applications have been received by the Canadian Press Association for recognition, but no new agencies have succeeded in getting recognition during the last four years. The four agencies of 1914 which are either out of business altogether or which have failed to retain their recognition are: Central Press Agency, Limited, Toronto; Hutcharm Limited, Victoria; J. S. Robertson Company, Ltd., Toronto; Sells Limited, Montreal.

During the four years under review the relations between agencies and publishers have been at times strained. In 1914 the publishers were able to say, officially, "It is a matter of gratification that the relation of the Advertising Committee (of the Canadian Press Association) and the recognized advertising agencies were never so cordial as at present, and that this cordial feeling is based upon mutual confidence and respect". In 1918, the same thing could not be said, inasmuch as there had developed between publishers, singly and collectively, friction and misunderstandings, due very largely to the official action of the Canadian Press Association in approving of the principle that certain classes of advertising, particularly Government advertising, should not be subject to agency commission. The issues between publishers and agencies have not been satisfactorily settled as yet, but the chances are that the old relations will be re-established.

THE DEVELOPMENT OF ADVERTISING

When war broke out, advertising almost collapsed. Panic seemed to take possession of manufacturers, and there was a running to cover. But the alarm soon passed, and confidence and enterprise were restored. The Canadian Press Association played an important part in putting advertising back to its due place.

Within a fortnight of the outbreak of war the Canadian Press Association had prepared a series of advertisements whose themes were Good Cheer and Business Opportunities. These advertisements were supplied to the press of Canada for publication, and the effect was pronouncedly beneficial. Then, in the autumn, when $2,000,000 worth of apples were likely to go ungathered and unmarketed, because of an overcrop and low prices, the Canadian Press Association developed the notable Apple Campaign. This campaign demonstrated the functions and powers of advertising to the Government and to

other interests, and other advertising campaigns, initiated often by the Canadian Press Association, were launched. The advertising habit grew, and publishers and advertising agencies reaped unexpected harvests. To date, from 1914 to 1918, some 29 Federal Government advertising campaigns have been launched, and numerous provincial governments have employed advertising largely and frequently to achieve certain objects.

One good feature of these and other campaigns has been the alliance to them of organized reinforcing effort. In other words merchandising has been linked up with advertising, and surprising, even amazing, results have been achieved. Campaigns for the cause of the prohibition of the liquor traffic, for Red Cross and Patriotic Funds, for benevolent objects, for the work of the Y.M.C.A. overseas, for the recruiting of battalions, for larger agricultural production, for the selling of Government war loans, and for the avoidance of strikes, have been employed with fine effects. Other campaigns designed to educate and guide and make expressive public opinion will be employed in the near future by governments, associations and federated interests. This development has been one of the fruits of war—a fruit of the rosy, juicy apple type.

THE SEAMY SIDE OF THE FABRIC

Yet the publisher and the advertiser have had their troubles. The publisher has had to pay more for materials and labor, and the advertiser has had his difficulties in making the quantity of his product that the public has been willing to consume.

In 1914 the Paper Committee of the Canadian Press Association was able to say about the price of newsprint that the tendency was downward, and that there was nothing to indicate any stiffening of newsprint prices in the near future. In 1916 and 1917 the situation was completely changed, and newsprint prices practically doubled. The story of the fight that was begun between the publishers of Canada and the makers of newsprint is quite too well known to be recited. The fight goes on, though for the present its rage has seemingly subsided. The issue thus far has been a drawn battle. A price of $2.85 as against a price of $1.60 or so in 1914 shows the extent of the advance in the cost of newsprint to the Canadian publisher who is able to buy his stocks in carloads.

One consequence of the higher cost of paper has been the narrowing of the column width from 13 ems to 12½ ems in the case of numerous papers, and the running of 8 columns to the page instead of the customary seven. Other effects have been the narrowing of margins, the reduction of press runs, greater care in handling stock, and greater efficiency and economy in all directions.

This economizing in the matter of newsprint has led to the production of smaller papers fewer pages. While this movement has not been as marked as it may become, it has been evident enough. The voluntary perhaps compulsory, in the last analysis—reduction in the size of issues has led to better editorial matter.

Another consequence has been the extinction of some papers altogether, and the merger of competitive newspapers in certain cities. Many weeklies and a few dailies have disappeared in the four years of war, among them being the Montreal DAILY MAIL. Notable mergers have been those of the Ottawa FREE PRESS with the Ottawa JOURNAL, the Vancouver NEWS-ADVERTISER with the Vancouver SUN, the St. Thomas JOURNAL with the St. Thomas TIMES, the Brockville TIMES with the Brockville RECORDER, the Niagara Falls RECORD with the Niagara Falls REVIEW. In the magazine field the Toronto WESTMINSTER was merged with the PRESBYTERIAN, a sister publication.

Add to the higher cost of paper the higher costs of all other publishing materials and of labor, and there is seen to be a formidable minus factor in the calculations of publishers' profits during these abnormal times. Even so, publishers are having fairly satisfactory returns on capital, especially where good management and agressiveness have been plus factors.

ADVERTISERS' DIFFICULTIES

The disturbances of war and the enormous requirements of the allied armies for materials of all sorts have quite upset the businesses of many national advertisers. Raw materials have been increasingly hard to get, and higher prices have had to be paid for them. This has had its effect on production and advertising. Many manufacturers who were formerly large national advertisers have been in an oversold condition for a long time, while others have given up their plants to the production of war materials. Latterly the embargoes placed on the imports and exports of materials and manufactured goods by the Canadian and United States Governments have made the advertising situation much more difficult. Motor car advertising and the advertising of many food products have been affected adversely by the operations of embargoes and restrictions.

In spite of everything, however, many advertisers have kept on, and new advertisers and the advertising of new products have helped to keep up the volume—this in addition to the special Government and other campaigns referred to. Taking the situation by and large, advertising may be said to be well maintained, and even increased. One national magazine was able to say that it had last June the best June issue it ever turned out in the matter of agate lines of advertising carried, and its record of increases for six consecutive months was eloquent testimony to the generally satisfactory conditions obtaining in the advertising world.

The bill-board and street car advertising interests have found it possible to keep their available spaces filled, and at times have had more demands than they could meet—this despite increases in charges. Poster space in 1914 cost from 12c to 20c a sheet, and in 1918 from 16c to 25c a sheet, with further increases in immediate prospect.

There has not been the same use of painted outdoor signs and walls, due probably to inability to make use of electric light for illumination, and also to the disinclination of many advertisers to tie themselves up to the long-time contracts which are customary with this form of advertising.

Engravers and printers have had many difficulties to contend with in comparison with normal times, though from a commercial standpoint their position would look very attractive indeed to their brother craftsmen in England. Many of the chemicals and metals required for engraving have increased in cost three and four times over pre-war prices, and at times available supplies have been perilously short. Staffs have been depleted, wages have increased about one-third—with the necessary result that prices to users of engravings have increased on an average about 50% over pre-war charges.

Printers' difficulties have largely been with the scarcity and jumping prices of paper, with the inability to get sufficient competent help and increased labor costs—although events in this direction have not proved as serious as might reasonably have been expected.

On the whole, business has remained good and most of the firms have managed to keep busy and make ends meet, with an output somewhat below normal in volume. Printing charges are 25 to 33 1/3% higher than four years ago.

SOME MISCELLANEOUS HISTORY

In drawing to a close this survey of publishing and advertising for the past four years, it is to be noted that both publishers' and advertisers' practices have been improving. Standard rate cards have become more general, and so, too, have standard contract forms by the use of advertisers and agencies. The standardizing of circulation statements has already been commented on.

The tendency to censor advertising copy, particularly patent medicine copy, is more pronounced. This tendency has shown itself in the omission from some publications of much objectionable advertising—"booze" advertising and deceptive stock-flotation advertising, by way of example.

The more aggressive development of advertising by the agency of advertising and by organized solicitation effort has been a product of these war years. In this connection it can be said that the Canadian Press Association has planned to do some aggressive and systematic promotion work for the securing of advertising. This is something that the C.P.A. has been contemplating for a long time.

A school of Journalism for Canada is a project born in 1915, at the annual meeting of the Canadian Press Association, but it has been deemed inadvisable to do anything in the way of definite action until after peace. The coming of war interfered with the assembly in Canada of the Imperial Press Conference, but this conference is likely to be held in this country following peace. It has had fresh attention thrown on it by the visit of a body of Canadian editors to Europe to study conditions affecting the welfare of the Empire in the Heart of the Empire—London.

During the war years two prominent men associated with the worlds of advertising and publishing have passed away Anson McKim, the father of advertising agencies in Canada, and John Ross Robertson, founder, and proprietor until his death a few weeks ago, of the Toronto TELEGRAM.

The birth of MARKETING in the present year is a war-time development of significance and satisfaction. In 1914, LYDIATT'S BOOK, "What's What in Canada", first saw the light, and is now in its 5th year of publication.

An incident interesting to recall is the proposed peace celebration of the Canadian Peace Centenary Association

Through Four Years of War

SUCH is its vitality and character that under conditions which made difficult the maintenance of many older-established publications EVERYWOMAN'S WORLD has steadily grown in strength and importance to its readers and advertisers—growing "over the top" of all previous publishing records in Canada.

Through four years of War

EVERYWOMAN'S WORLD

has doubled its circulation,
at double its original subscription price
and has more than quadrupled its advertising revenue.

WHILE naturally proud of this remarkable achievement, we regard it as typifying the spirit of the people of Canada. Subscribers have been generous in their appreciation of our "Canadian Magazine for Canadian women". The strength of its present position in so many thousands of Canadian homes is a measure of the practical service it has rendered.

THAT so many Canadian, American and English advertisers have availed themselves of the unique services offered by EVERYWOMAN'S WORLD in such large measure, under conditions which have caused the discontinuance of advertising in mediums of less certain value, is a striking tribute to their enterprise, and to the magazine's importance to them, as well.

BY concentrating in such nationally dominant mediums many advertisers are enabled to economize in their advertising expenditures to their distinct advantage. To-day EVERYWOMAN'S WORLD is one of the first mediums to be used, one of the last to be dropped.

Write for data showing the strength of EVERY-WOMAN'S WORLD in Canada's centres of trade.

CONTINENTAL PUBLISHING COMPANY, Limited

CONTINENTAL BUILDING TORONTO, CANADA

CANADA
ENGLAND
UNITED STATES
FRANCE

S·D&M LIMITED

An Allied Agency

These are the principal Allied Countries whose word and illimitable resources are pledged to Victory.

Smith, Denne & Moore maintain active offices in each of these countries and are entrusted with the Advertising Accounts of some of the most important houses in each.

We are therefore, through experience, well able to furnish our clients with specific information covering the advertising and selling of their products in these various markets.

It is reasonable to assume that those people who have fought for years shoulder to shoulder, should seek now, and after the war, more intimate business relations.

The international organization maintained by Smith, Denne & Moore is therefore extremely valuable to those firms who desire to advertise their goods in Canada or any Allied Country.

Canada, we believe, is destined to be one of the most important world's markets. The exact knowledge we have acquired of Canadian advertising and selling methods is a valuable asset to firms who desire to advertise their goods in this country.

We will go anywhere to discuss the important matter of advertising, and are always glad to furnish data on the possibility of increasing the sale of your goods by advertising.

Smith, Denne & Moore

LIMITED

General Advertising Agents

LUMSDEN BLDG. - TORONTO

Also at

MONTREAL NEW YORK LONDON, ENG. PARIS, FRANCE

whose representatives presented an address to the members of the Canadian Press Association at the annual meeting of the Association in July, 1914—less than a month before war broke out. The object of the Canadian Peace Centenary Association was to decide an adequate and memorable celebration of 100 years of peace between Canada and the United States—this during the year 1915. In the address to the Canadian Press Association the words were used—"The habit of peace is growing". No one then suspected that in less than a month the dogs of war would be loose, and that a colossal strife between the highest civilizations of the world would be begun. So short is man's vision!

Yet vision remains. That people perishes that has no vision. We in Canada have vision—the vision which is Hope, Courage and Purpose. We look into the future unafraid. We see ahead a greater Canada and a better Canada. War has purified public and private life and enobled its aims. And in the tomorrow soon to be entered—the tomorrow of Canada's reconstruction—publishing and advertising will be important forces in giving the new day its brightness.

* * *

J. F. MACKAY AND THE GLOBE PART COMPANY

J. F. MacKay, for the past fifteen years business manager of the Toronto GLOBE, resigned on July 15th to go with the Russell Motor Car interests.

The news did not come as a surprise to those who have been familiar with rumours connected with the GLOBE for some months past. Enjoying a wide acquaintance and held in high regard by a wide circle of publishers and advertisers, Mr. MacKay was considered by some to have failed to keep in tune with the times in his attitude towards advertisers and agencies, some of the policies for which he was a stubborn sponsor having aroused intense antagonism during recent years. In his enthusiasm for the value of newspaper advertising, and his confidence in the GLOBE'S strength in its field, like some other publishers he failed to accord other mediums their due place, and was a persistent believer in the unworthiness of advertising agents, agitating for the abolishment of them and their commissions. Possibly this was a reason for his entering upon work in another field.

He has been prominently connected with the publishing industry in Canada since early manhood, with the Montreal HERALD, later with the Woodstock SENTINEL-REVIEW, and since 1903 business manager and treasurer of the Toronto GLOBE. He was President of the Canadian Press Association in 1911, and credited with many of its progressive policies, and for a number of years has been a director of the American Newspaper Publisher's Association, for several years past serving as Chairman of its Bureau of Advertising.

* * *

It is reported that a large group of British manufacturers is making extensive plans for the development of trade in overseas Dominions, primarily in Canada. An advertising appropriation of $500,000 a year for three years is mentioned, details now being under consideration.

HERMAN BUYS WINDSOR RECORD

W. F. Herman, proprietor of the Saskatoon STAR and Regina POST, and last month announced as arranging to start a new daily in Windsor, Ont., has bought the Windsor RECORD from John A. McKay, for an amount said to be in the neighborhood of $150,000. He will take possession after auditors have filed reports on the condition of the property.

There were other bidders in the field in the persons of members of the RECORD staff, and it is reported that Windsor is certain to have two dailies, two members of the present staff of the RECORD being assured financial backing in another venture.

❦ ❦ ❦

W. C. Riddell, who has been appointed advertising agent for the Grand Trunk Pacific Railway with headquarters at Winnipeg, has been connected with the advertising department of the Grand Trunk Railway System in Montreal, under H. R. Charlton, for the past sixteen years. He was formerly engaged in newspaper work in various Ontario towns.

❦ ❦ ❦

The project to establish a new daily Liberal newspaper in Toronto has been abandoned in favor of a weekly publication, which has now appeared under the name "The Statesman". It is edited by Lindsay Crawford, formerly of the editorial staff of the GLOBE, and J. Kavanagh, formerly with the Goodyear Tire & Rubber Co. is business manager.

❦ ❦ ❦

Advertising in disregard of the food regulations limiting the holdings of flour and sugar is being stopped by the Canada Food Board. A firm in Truro, N.S. recently advertised advising people to buy a barrel of flour and a sack of sugar, stating that "the price is advancing", whereupon the Board telegraphed "Such type of advertising must be stopped at once" at the risk of losing the license to conduct a retail store.

❦ ❦ ❦

A correspondent of the Toronto GLOBE takes objection to the form of an advertisement enclosed in an envelope marked "Rush Telegram" and simulating the appearance of a telegraphic message, remarking:

"In days like these, when every other home is directly connected with the war, it is certainly very alarming to have anything in the nature of a telegram handed to the lady of the house, who, as you will readily understand, fail at a first glance to distinguish the real thing from the imitation. In the case in question the enclosed was handed to the mother of the home, who quite naturally became excited."

As the GLOBE remarks, the objection is well taken. The yellow envelope which brings the news of the snuffing out of young lives will not be used as an advertisement just now by shrewd business men.

❦ ❦ ❦

J. L. Rook, advertising manager of the Canadian Home Journal has been granted six months' leave of absence to be devoted to the Canadian Service Flag Company, of which W. G. Rook, president of the Canadian Home Journal is originator and owner.

Greeting to Our Overseas Cousins

50% Of Our Staff are Serving

with the colours—we support their families—and, anticipating their safe and speedy return, keep their jobs open.

We who are left are "carrying on," assured of the victory ultimately to crown the Cause of Right.

JOHN H. LILE, LTD.

Advertising Contractors and Agents

Over 40 years in LUDGATE CIRCUS

LONDON,
ENGLAND

WILLIAM HALEY,
Managing Director

WAR WEAPONS WEEK APRIL 8th TO 13th
HELP TO PROVIDE THIS WAR WEAPON
BUY NATIONAL WAR BONDS (£5 TO £5000)
AND WAR SAVINGS CERTIFICATES 15/6

Two of a series of Posters issued by the Scottish Committee.

Whilst the policy of War Savings Committees throughout Great Britain is direct from the headquarters in London and the General Advertising controlled from there, a branch for Scotland—departmentalized as in London—conducts the Scottish local campaign. Much of the success of the Scottish War Savings Committee's effort is due to Mr. John C. Bruce, Managing Director of the General Billposting Co., Edinburgh, who since 1916, has been responsible for the publicity. During "Weapons Week" also similar methods were adopted; the various areas were assessed at $12\frac{1}{2}$ per head as in England, and cities were set the task of providing a definite weapon. In some respects, however, they went one better than did their English friends. They appealed to Scots resident in England and Wales through the leading English newspapers. The London Office of the Royal Bank of Scotland alone received $150,000 through this effort.

WAR WEAPONS WEEK APRIL 8th TO 13th
HELP TO PROVIDE THIS WAR WEAPON
BUY NATIONAL WAR BONDS (£5 TO £5000)
AND WAR SAVINGS CERTIFICATES 15/6

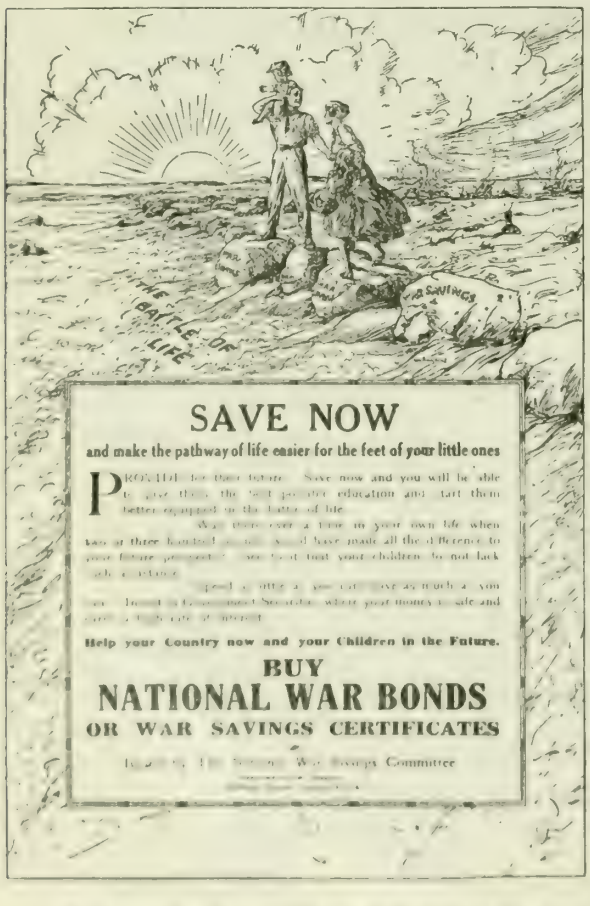
Two of a series of Posters issued by the Scottish Committee.

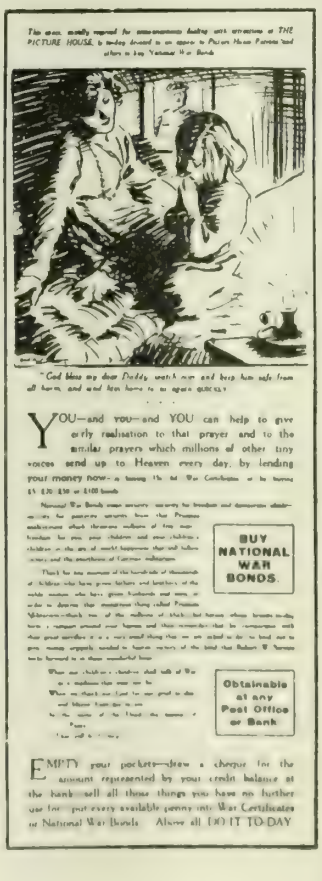
(*Continued from page 18*)

Week. As a result of this effort Scotland raised $95,000,000, equal to $23 per capita. The highest average fell to Renfrewshire, with $208 per head, Edinburgh's figures from October 1917 to April 1918, work out at $215 per head of the City's population.

In England it was not found practical to include certain rural districts in a definite scheme, but every parish and village in Scotland was encouraged to provide a weapon however small on its own account. Scotland also planned special days for farmers, fishermen and other sections of the community. For the press advertising the weeklies and farming journals were used, as well as the leading dailies throughout the country.

Of posters, 21 different kinds, pictorial and letter press, were used, 100,000 being distributed from headquarters.


THE BATTLE OF LIFE
SAVINGS
SAVE NOW
and make the pathway of life easier for the feet of your little ones
Help your Country now and your Children in the Future.
BUY
NATIONAL WAR BONDS
OR WAR SAVINGS CERTIFICATES


"God bless my dear Daddy, watch over and keep him safe from all harm, and send him home to us again quickly."
YOU—and you—and YOU can help to give early realisation to that prayer and to the similar prayers which millions of other tiny voices send up to Heaven every day, by lending your money now—
BUY NATIONAL WAR BONDS.
Obtainable at any Post Office or Bank
EMPTY your pockets—draw a cheque for the amount represented by your credit balance at the bank—sell all those things you have no further use for—put every available penny into War Certificates or National War Bonds. Above all DO IT TO-DAY

Your Money or Your Life?

IF you were given the choice, you would give all your money to save your life.

War—awful, insatiable—demands both.

Life from those to whom life is sweet—money from those who cannot fight.

"Take my life" says the patriotic fighting man. Use it as you will. It is all I have to give.

Can sacrifice be greater?

It is patriotism that makes men give fresh of their lives. It is patriotism that makes them endure hardships and suffer hunger, thirst, heat and cold beyond the limit of human endurance.

It is also patriotism to give freely of money.

A lesser form of patriotism this may be, but even money can't even be weighed in the balance against human life.

But Money?

The State needs it.

In the awful and terrible maelstrom of War money is needed by the nation as money was never needed before.

Money for payment of the troops and their dependants. Money to save the land and sea transport. Money for buying raw stuffs. Money for building new ships. Money for buying the food to feed them.

Yet no one is asked to give their money, but merely to *lend* it.

And no one is asked to lend without credit.

It is a *fair* way.

The State borrows the money pays interest and pledges the Nation as its security.

How the People pledged to the People.

Money, remember, your money, accumulated by years of work—money that every day, every week, every month you have been putting away—and the State pays it back.

The State asks you to waste nothing—to *save* all you can.

The State asks you to *lend* your money.

The State asks you to do this in order that the War may not be prolonged by a single day—that it may be brought to an end as soon as possible—that we may secure a free and lasting Peace.

A cause that wins the great cause of Liberty for all time—for our children and for the countless millions yet unborn.

Do you realise this?

Do you realise that it is your *duty* to save all you can—and to *lend* your money to the State?

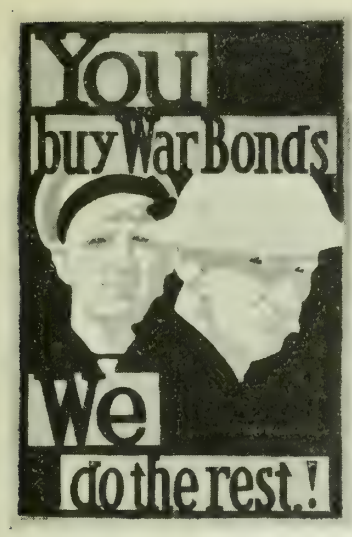
If you do, then buy **War Savings Certificates or NATIONAL WAR BONDS.**

So *save* and *lend*. Save for the State—lend for the great cause of human Liberty.

A War Savings Certificate costs 15/6. A NATIONAL WAR BOND from £5 upwards. All Banks and all Post Offices selling money or postal orders will supply War Certificates and War Bonds.

This appeal is issued by LEWIS'S Ltd. of Liverpool, Manchester, and Birmingham, at the special request of the Government, and is inserted at LEWIS'S expense.

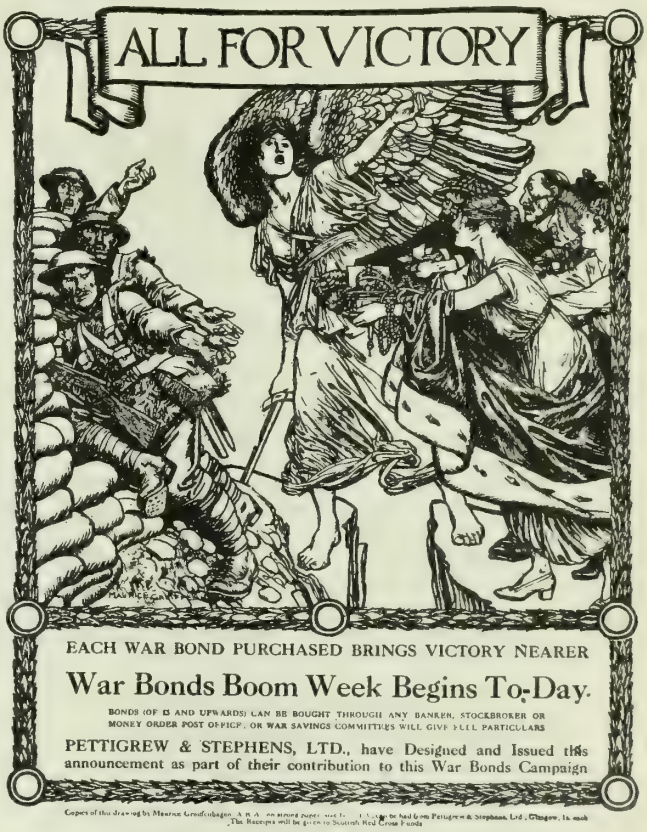
These straight talk patriotic and thrift appeals used before the special weekly drives were organized. The copy on the left was published at private advertisers' expense. More advertisements are shown on the opposite page. The number of these was limited owing to the greatly restricted space available in English newspapers.



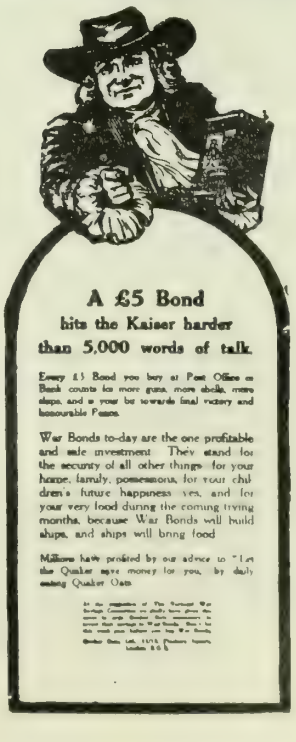
Use Stephens' Ink and write for War Bonds to-day

Above are shown reproductions of four of the window and tram posters, none of which were especially striking.

Some of the advertisements run by various advertisers in their own space at their own expense.


ALL FOR VICTORY
EACH WAR BOND PURCHASED BRINGS VICTORY NEARER
War Bonds Boom Week Begins To-Day.
BONDS (OF £5 AND UPWARDS) CAN BE BOUGHT THROUGH ANY BANKER, STOCKBROKER OR MONEY ORDER POST OFFICE. OR WAR SAVINGS COMMITTEES WILL GIVE FULL PARTICULARS
PETTIGREW & STEPHENS, LTD., have Designed and Issued this announcement as part of their contribution to this War Bonds Campaign

Give War Bonds for Xmas Presents
BUY NATIONAL WAR BONDS
Admittedly the KING of TEAS
NATIONAL WAR SAVINGS CAMPAIGN
BUY War Savings Certificates at Aeolian Hall
Come and Help to 'Blot out the Kaiser'
BUY WAR BONDS
Help the State and Help Yourself
CAMPBELLS FAIR & SQUARE
To Lipton's millions of Customers
About these National War Bonds.
BUY WAR BONDS TO-DAY.
Economise in Dress, by wearing Cepès Serge — and
BUY NATIONAL WAR BONDS
Do it Today!
Dunlop


A £5 Bond
hits the Kaiser harder
than 5,000 words of talk.
Every £5 Bond you buy at Post Office or Bank counts for more guns, more shells, more ships, and a year for towards final victory and honourable Peace.
War Bonds to-day are the one profitable and safe investment. They stand for the security of all other things for your home, family, possessions, for your children's future happiness yes, and for your very food during the coming trying months, because War Bonds will build ships, and ships will bring food
Millions have profited by our advice to "Let the Quaker save money for you," by daily eating Quaker Oats

In response to a request from the Chairman of the War Savings Committee
"Won't you help to bring my Daddy home sooner?"
The EAGLE & BRITISH DOMINIONS INSURANCE COMPANY, Ltd.

THIS advertisement was inserted in American publications in July by the New York Globe. It comes so near to expressing our ideas of the advertising agency situation that we have bought extra space to insert it as our own advertisement here.

Every advertiser, every agency, and particularly every publisher, should read this advertisement of Jason Rogers as a fair, analytical and logical statement of the true relationship of the publisher with the advertising agencies.

THE JOURNAL NEWSPAPERS
OTTAWA

Co-operation

of a new and more effective kind is going to mark the coming of a vastly increased volume of advertising for the newspapers.

The new co-operation will include a more harmonious relation between the newspapers and the advertising agents for better and more profitable service to the advertiser.

This will be produced by a better understanding between the newspapers and the agents through the elimination of recognition to the irresponsible, and adequate protection and reasonable compensation for the degree of service rendered.

Must Help and Protect the Agent

Through their erroneous conception of the agent's commission as an expense, many publishers have developed the practice of trying to minimize the volume of business from agents.

Instead of seeking to encourage the agents to develop more business for newspapers, many publishers have continuously sought to drive these agents out of business, by failure to compensate them for service which they alone are able to render.

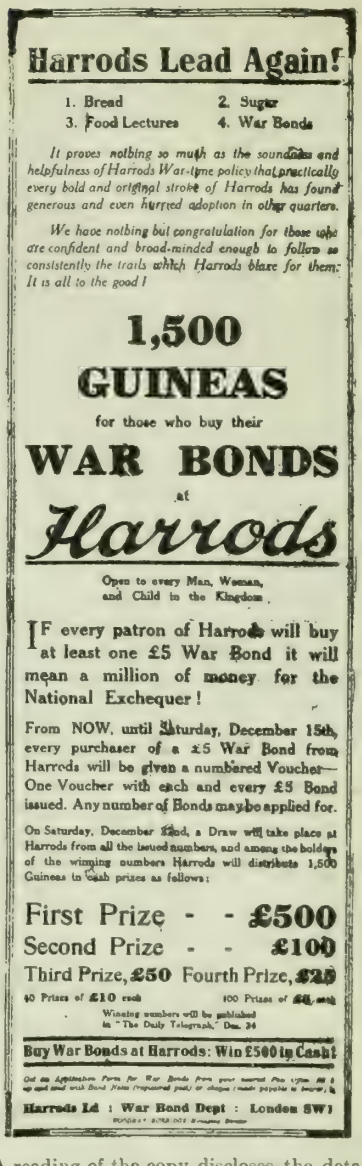
Few, if any, newspapers are equipped to render the advertiser or prospective advertiser, the sort of service the agent can render; and yet many have not recognized this condition and have thus been led to nullify the great service that might have been added to their own promotional service, had they done so.

We must help the agents develop more business for us and protect them from the competition of irresponsible individuals and firms seeking to parade as advertising agents.

JASON ROGERS,
Publisher New York Globe.

New York, July 18, 1918.

A Bond-Selling Scheme



Harrods Lead Again!

1. Bread 2. Sugar
3. Food Lectures 4. War Bonds

It proves nothing so much as the soundness and helpfulness of Harrods War-time policy that practically every bold and original stroke of Harrods has found generous and even hurried adoption in other quarters.

We have nothing but congratulation for those who are confident and broad-minded enough to follow so consistently the trails which Harrods blaze for them: It is all to the good!

1,500 GUINEAS

for those who buy their

WAR BONDS

at

Harrods

Open to every Man, Woman, and Child in the Kingdom.

IF every patron of Harrods will buy at least one £5 War Bond it will mean a million of money for the National Exchequer!

From NOW, until Saturday, December 15th, every purchaser of a £5 War Bond from Harrods will be given a numbered Voucher—One Voucher with each and every £5 Bond issued. Any number of Bonds may be applied for.

On Saturday, December 22nd, a Draw will take place at Harrods from all the issued numbers, and among the holders of the winning numbers Harrods will distribute 1,500 Guineas in cash prizes as follows:

First Prize - - £500
Second Prize - - £100
Third Prize, £50 Fourth Prize, £25
40 Prizes of £10 each 100 Prizes of £5 each

Winning numbers will be published in "The Daily Telegraph," Dec. 24

Buy War Bonds at Harrods: Win £500 in Cash!

Get an Application Form for War Bonds from your nearest Post Office, fill it up and send with Bond Notes (registered post) or cheque (made payable to bearer), to

Harrods Ltd : War Bond Dept : London SW1

A reading of the copy discloses the details of the scheme which is said to have been a huge success, as might be expected. While not conducted with the Government's express approval, no objection was taken to its operation. Selfridges, another big London department store sold millions of dollars worth of bonds by a similar offer, their prizes totalling $25,000.

* * *

CHARLES F. HIGHAM

whose portrait appears on page 17 has, in addition to his work for recruiting and war loan advertising, been the advertising advisor to the British Red Cross Society, The Lord Robert's Memoriol Fund, Nations Fund for Nurses, Serbian Relief Fund and over 80 other war charities. In this connection, Mr. Higham's advertising has raised well over $5,000,000, and he has consistently refused to accept any fees for his work in behalf of charitable organizations.

Notwithstanding his great services to the nation as an organizer of Appeals and writer of advertising, he found time to do much public speaking for the War Loan, National Service, Recruiting, and other national campaigns.

Mr. Higham received his early training in America, and on the occasion of his last visit (as delegate to the Toronto Convention of the Associated Advertising Clubs) he made hosts of friends in advertising circles. He is a candidate for the Imperial Parliament at the next election, and both his English and American friends have very little doubt of his ability to aid the poll.

SECOND VICTORY LOAN ADVERTISING ARRANGEMENTS

Plans for the conduct of the approaching Victory Loan Campaign are going forward, although full details are not ready for publication as we go to press.

However it is known that the press publicity has again been placed in the hands of the Canadian Press Association by the Finance Minister. Copy will be prepared, placed and checked by a number of co-operating advertising agencies, whose remuneration will come from the publishers as in regular commercial practice, and not be a surcharge on the Government as last year. The work is not being entered upon with the right spirit and enthusiasm because of jealousies and selfishness which is unfortunately being displayed, but this is to be expected so long as the distribution of the advertising fund is left in the hands of those who are to share in it. These developments only emphasize the soundness of MARKETING's contention that these advertising campaigns should be directed by an independent, disinterested and thoroughly representative committee which would not be dominated by those who get the money.

There will be a preliminary campaign, beginning this month, which will urge the practice of thrift, with the idea of encouraging people to save and prepare for the purchase of Victory Bonds a couple of months hence. Following this Thrift Campaign there will be an extensive publicity effort specifically advertising the issue of a new Victory Loan.

The Dominion Publicity Committee offered $2,000 in prizes for the best suggestions for Victory Loan posters, the results of which it is hoped can be announced in the next issue of MARKETING. This did not prove the success hoped for owing to the short time allowed, and also to a general lack of understanding of the requirements.

COST OF FLOATING LIBERTY LOANS

It is said to have cost the U. S. Government a total of only $2,709,480 to raise all the billions through the three Liberty Loan issues.

This includes the expense of engraving and printing the bonds, which amounted to $744,559.44. The paper cost $171,820.22, and insurance on bonds send from Treasury to the banks cost $103,860.52.

The great publicity campaigns which preceded each issue involved expenditures on the part of the Government amounting to only $176,157,74. The buttons which bond owners proudly wore cost $21,777.64, printing and pasting of posters and stickers $38,414.63, although the services of the artists were given gratis. Other items were for salaries, travelling expenses, rentals of offices, postage and printing. Almost half the total expenditure—$1,246,650-.31—was made by the various Federal Reserve Banks.

Similar expenses in connection with our last Victory Loan amounted to proportionately twenty times as much.

Edward E. Reynolds, recently editor of the weekly industrial page of the Toronto GLOBE, has joined the staff of McConnell & Fergusson as a special copy writer.

CANADIAN COURIER

MORE THAN DOUBLED ITS CIRCULATION

IN FOUR WAR YEARS

WE entered the war period the only magazine in Canada a member of the A.B.C., with an average circulation of 24,530.

A year later, the only publication in Toronto to be audited, Canadian Courier showed a decline in circulation. Advertisers were protected by our guarantee, however, and received a rebate accordingly.

Conditions, we decided, must be met and mastered. So we set our objective higher—and guaranteed for 1917 an average circulation increased to 30,000 copies.

Improved editorial contents, new editorial leadership, a lower subscription price to meet foreign competition, and the building up of an effective circulation and advertising sales force in the face of 16 enlistments from this office, was a task differing only in degree with the munitioning and reorganizing of the army. The Somme offensive occured in July 1916. One month later the Courier began its forward drive. In a few months former circulation figures were recovered, and with steady growth an average for 1917 of 36,000 copies per issue was attained.

The success of our plans assured continued growth, and for the year 1918 our guarantee of circulation was raised to 50,000, and with the end of the fourth year of war this objective has been passed. Canadian Courier now has in excess of 52,000 paid subscribers.

This is our record, without embellishments. Editorial strength has been largely responsible for the growth in circulation and a reader interest which is expressed in many ways.

For advertisers Canadian Courier has pulled, is pulling, so they tell us, both for users of full pages and smaller copy. This and other evidence will be furnished on request.

CANADIAN COURIER

TORONTO, CANADA

The Wheels are Humming in the Twin City

One hundred and thirty-five busy factories in Kitchener and Waterloo give steady employment to 7000 well-paid workers, 70 per cent. of whom own their own homes and contribute to the unbroken prosperity of the busiest manufacturing centre in Ontario.

These thrifty people and their families are reached most effectively and quickest through their favorite newspaper

THE NEWS RECORD

(Member Audit Bureau of Circulation)

"Thinking Victory is Halfway Toward Victory." —General Foch

DURING the past year the London Free Press has led all Canadian newspapers in devotion of its advertising columns to advertisements for the purpose of stimulating and guiding "thinking toward Victory."

Experience of the previous three years pointed out the necessity for positive thinking, courageous action and determined effort for and with newspaper advertising so that necessary business and effective warfare might be sustained.

Experience of the past year is the mandate for more positive thinking for and with newspaper advertising. Canadian and allied business must have it.

Our brothers in Great Britain and United States are with us, thinking and winning Victory, "The very stuff of Triumph."

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Rook Again Vice-President

W. G. Rook of the Canadian Home Journal was again elected Vice President for Canada of the Associated Advertising Clubs of the World, at the annual convention in San Francisco, July 7th to 11th last.

D. McEachern, assistant secretary of the Huron & Erie Mortgage Corporation, London, Ont., was elected Canadian director of the Financial Advertisers' Association, a department of the A.A.C. of W. devoted exclusively to the interests of banks, trust companies and investment bankers.

F. W. Stewart of Cluett Peabody & Co. and President of the Montreal Publicity Association, delivered an address. The attendance from the Eastern States and Canada was slim, as expected, only some 200 of a total registration of about 1,000 coming from East of the Rockies. New Orleans was selected as the next convention city.

In an address on "How the Liberty Loan Was Floated Through Advertising" Wm. T. Mullally, Chief of the Copy Division for the New York District, after explaining the method of organization as described in last month's MARKETING, said:

"In any advertising designed to reach all classes and conditions of men differing as they do in religion and birth, the message must be founded on universal principles—the right of people to govern themselves—the doctrine that the little babies must be safe—that woman's virtue must be protected, and that the coming generations shall find the world a better place to live in. These principles appeal to every man who has a heart and loves right and honor and hates the rapacity of the unmentionable Hun.

"It was felt necessary to create and maintain throughout the campaign an atmosphere of enthusiasm if we were to sweep the public into an over-subscription of the loan. This result called for positive rather than negative copy, for as a trade-mark for the campaign, the phrase "Lend him a hand" was selected. This phrase was strikingly illustrated by a picture of an American soldier going over the top. His left hand is reaching up above his head and is grasped by a civilian hand that reaches down to help him into the fight. This phrase and picture brought the civilian right into the trenches and graphically illustrated the outstanding immediate purpose of the loan—his lending of money to back up our fighting men the effective support of our army in France.

It is a significant fact that these four million subscribers were obtained at an advertising cost of about 15 cents per subscriber—the entire cost of the sale would not exceed 30 cents. I feel positive that this is a record in sales' cost.

The development of the department which made this record possible has been largely based upon the service that has been required by the public in its desire to co-operate. In other words, the summary of our development is largely based upon the desire of individuals and organizations to do something for the Treasury Department which involves expense and hard work on their part. All that they ask of us is that we study the situation and keep

in touch with it in order to keep their co-operation along lines approved by the Treasury Department.

A realization of the extravagance of our 5% cost to sell Victory Bonds is driven home by the figures quoted in an address by Wm. H. Rankin of Chicago, in which he said:

"In Chicago we sold over $177,000,000 to 239,500 people at an advertising cost of 27-1000ths of one per cent, or 2.7 cents per $100 bond sold, Chicago having the advantage over Washington because of our many advertising campaigns. Over one-fifth of the total subscribers of Liberty Bonds were from the Chicago district: 1,950,000 out of a total of 9,500,000. There are 12 Federal Reserve districts.

"Costs of advertising in some of the cities per $100 bond sold were as follows: Muncie, Ind., 2.4 cents; Chicago, 2.7 cents; Saginaw, Mich., 2.7 cents; Davenport, Ia., 2.9 cents; Utica, N.Y., 3.9 cents; Clinton, Ia., 5.4 cents; Adrian, Mich., 5.5 cents; Columbus, O., 6.3 cents.

"Some day we advertising men and newspaper men will use these same big ideas and big space in newspapers for popularizing advertised products," said Mr. Rankin, "and when we do the advertising in newspapers will increase tenfold and the advertisers themselves will value newspaper space and use it as a sales force, just as the Government is now doing.

"To answer directly the question on how to increase the volume of newspaper advertising now I would say:

(1) Divide the country in twelve districts just as the Liberty Loan has divided the country into twelve Federal Reserve Districts.

(2) Have a newspaper chairman and promotion committee in charge of each district.

(3) Have these men report to the Bureau of Advertising of the A.N.P.A. This Bureau is certainly doing good work for the newspaper and can do even better if more newspapers support it.

(4) Prepare campaigns based on expenditures from $10,000, $20,000, $50,000 and $100,000 in each district.

(5) The zone system should work out to the advantage of newspapers—I mean freight zone—and manufacturers in each district should be educated to build up their businesses to the maximum in their own district now and thus relieve the freight and passenger traffic congestion.

(6) Find out what products the Government wants to have sold.

(7) Another way to increase advertising just now is to have the produce dealers advertise fruits and vegetables that are plentiful in each locality so that the people will buy local products and not make it necessary for farmers to ship their produce and fruit by freight or express.

(8) Combination advertising campaign based on the same plan that has been so successful for the Red Cross and Liberty Loan may be extended to insurance companies, real estate, bankers, grocers, bakers, dairy men, laundries and hundreds of other lines of business which have not yet 'let the people know' all about their business."

"The volume of newspaper advertising will be increased as those who sell advertising and those who use it learn more about its value."

Mutual Co-operative Plan Between the Grocers of Ottawa and The Evening Citizen

The Official Organ Retail Grocers' Association

We, the undersigned grocers of Ottawa, fully realize that to secure the best returns both for ourselves, the newspaper and the advertiser on any newspaper advertising of food or grocery products, that we and the newspaper must co-operate fully in the local field in pushing advertised products. To this end we grocers, whose names are signed below, agree to watch the advertising of all food products which may appear in The Citizen, and so far as consistent with our own interests, we will during the newspaper campaign prominently display and push any standard goods we may be handling so as to reap the full benefit in sales, both for ourselves and the manufacturer.

The Citizen agrees to notify us in advance of any food campaign about to appear in The Citizen so we can co-operate intelligently, and benefit thereby. The Citizen also agrees that through its local merchandising representative it will furnish periodically to all grocers on this list any information regarding food products which it may receive, and which it may think advisable for the grocers to know.

All of the progressive grocers in Ottawa have signed this agreement and are doing their part by co-operating extensively in the display of goods advertised in our columns.

Our Service Department is constantly engaged, both orally and by circulars, in demonstrating to dealers the advantages which follow efficient window and counter displays of all advertised products.

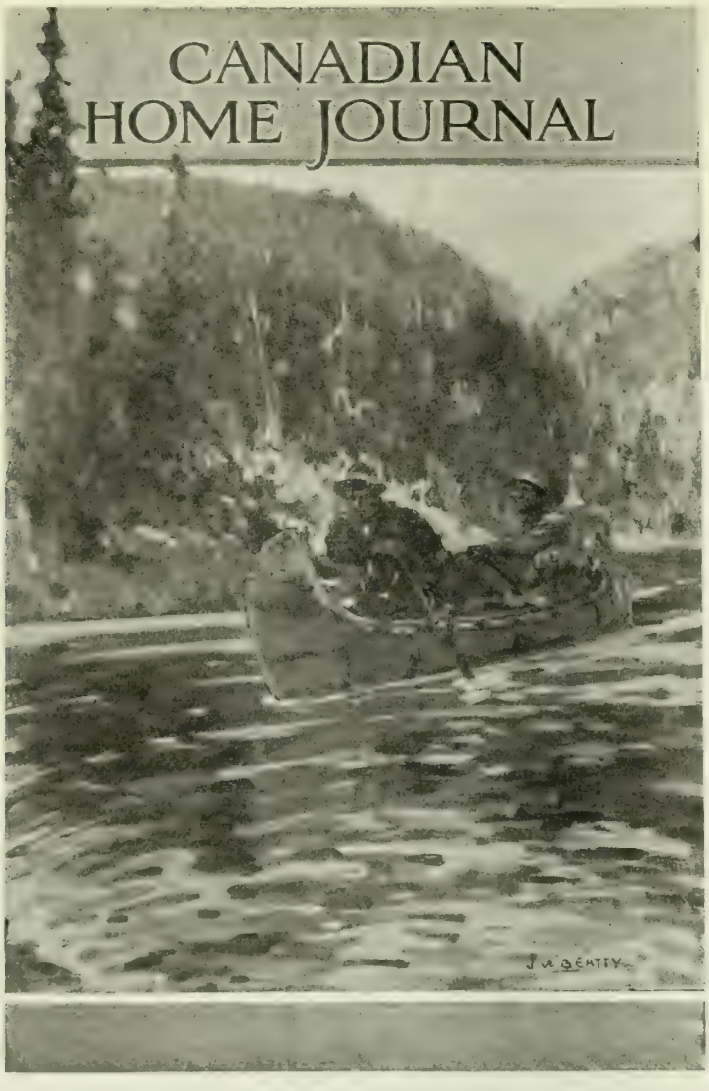
The Evening Citizen invites manufacturers and advertising agencies to make use of the Service Department. Any available information relative to distribution, or any other local trade condition will be willingly furnished.

The Evening Citizen

Official Organ Retail Grocers' Association

OTTAWA, CANADA

Member A.B.C.



SEPTEMBER COVER
Wonderfully rich in coloring—Painted by J. W. Beatty, R.C.A.

The Most Beautiful Covers Appearing on any Magazine in America

will be those painted for the

Canadian Home Journal

Such well-known artists as:

CARTON MOOREPARK — J. W. BEATTY, R.C.A.
NORMAN PRICE — CHARLES A. MacLELLAN

are under contract and are now painting covers for the Canadian Home Journal as far in advance as the fall of 1919.

Our desire is to ensure the continued improvement in the Canadian Home Journal that it may be appreciated by our readers and advertisers for its value and influence.

Forms close August 15th for our
ADVANCE FALL FASHION NUMBER

Canadian Home Journal — 71 Richmond Street West, Toronto
373 Fourth Ave., New York, N.Y.

TWO NOTABLE ADS FROM OTTAWA

Mr. William Findlay of the Ottawa Journal Dailies, is responsible for the two advertisements reproduced herewith, and which appeared recently in his papers.

Advertising—

The Voice of the Government

"THIS War is going to be won in the air" declared an American military expert not long ago. His statement would have been more complete if he had added "and in the newspapers of the Allied countries."

For next importance to the development of the flying machine to scout along the Front and carry bombs into the enemy's territory, has been the use of Advertising at home to stimulate habits to recruit the army and to collect money both as gifts and as investments. And who can over-estimate the power of the bomb dropped among the Kaiser's people when they learn that War Loans in Canada and the United States, for instance, are so advertised as to bring subscriptions of two or three times the amounts required?

The Aeroplanes are the Eyes of the Army of the Front and Advertising is the Voice of the Government at Home

SOME there were in Britain who scoffed when the Government inserted display advertisements for recruits for Kitchener's army. A page advertisement of a War Loan is the value date of British bonds and paid advertising brought home to the ordinary British mind. But Kitchener's army lined up with the best in the land and the banks and post offices could not take care of the subscriptions to the War Loan. Advertising brought the money from every nook and cranny in the Kingdom.

And so Canada! Selling an appealing worth a few millions at a paltry expense of twenty thousand dollars—among millions for Red Cross and the Patriotic Fund—other millions for the Red Triangle and a score of other funds—more millions for Belgium and Serbia—hundreds of millions for the War Loans—teaching thrift—preaching production—recruiting the regiments—Women's Service Employment and all Registrations—is there any page of War history that this great force called Advertising has not affected?

A Minister of [illegible] when the campaign was started [illegible] the newspapers. Was it not all [illegible] the newspapers are [illegible] the work of the War [illegible] the interest [illegible] There are examples. But there are undoubtedly others [illegible] and [illegible] to examine [illegible]

First, the new element [illegible] It may be necessary to repeat the message day after day [illegible]

Second, [illegible] different papers and [illegible] different hours. At [illegible] and most [illegible] makes important.

Third, a newspaper [illegible] where [illegible] appeal will [illegible]

Fourth, the people [illegible] and [illegible] habit [illegible] appeal

[illegible] selling advertising [illegible] the Government [illegible] the War [illegible]

AND our [illegible] and private institutions are adopting the advertising method too. Advertising [illegible] one leg to the next to the [illegible] Governments will [illegible] a solemn [illegible] Now it is the adopted servant of [illegible]

For instance, the banks in Canada decided that owing to labor conditions banking hours would have to be changed. Every newspaper in Canada would have printed as news the statement of the Bankers Association had that been chosen as [illegible] But it was not. The Bankers Association prepared a display advertisement [illegible] and appeared in every daily newspaper on the morning of the same day [illegible] announced the changes and the reasons therefor, and which was a mighty good advertisement for the banks and banking in general.

In the Western provinces a short while ago, advertisements appeared from both the contending elements. The telephone employees struck. Next day volunteer women were in charge of the exchanges. The situation was acknowledged by a half page advertisement in the daily newspapers inserted by the Telephone Department of the Government of Manitoba.

THE list is a long one. The accomplishments of Advertising have been varied and great. In the Chancelleries of Europe, in the highest Government circles in Canada and the United States, its worth and usefulness have been recognized and employed. But Advertising has not deserted its old job. It has enlisted for the War, but it is still carrying on its peace functions. Steadily and with increasing vigor, it is assisting in the circulation of capital and the employment of people by pointing out economical uses for money, and the virtues and uses of various products, from chewing gum to twelve cylinder cars.

The one is a message to the public explaining some of the accomplishments of advertising, particularly in furthering the Government's war-purposes. The other is directly addressed to Canadian manufacturers, and is a straight-from-the-shoulder challenge to those who are sleeping under the protecting wings of the tariff.

These messages are timely and well-conceived and should have wider circulation and reading. Also we should have more of them. Is this not the kind of work which the Press Association is continually "going to" do?

The Balance of Trade

Advertising's Responsibility for its Adverse Condition

"Trade follows the Flag" the economists used to tell us.

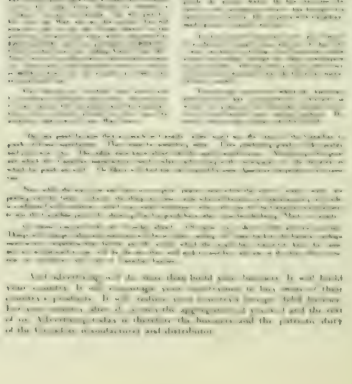
"Trade follows the Advertising" is the truer and more modern version.

The advertising of yesterday is responsible for a share of the unfavorable trade balance which Canada has on the United States today—the advertising of the American manufacturer which has enabled him to capture a big slice of the Canadian market.

[illegible] acknowledged knowledge of the war people in the field of [illegible] advertising [illegible] the most numerous [illegible] say the most highly specialized people in the greatest [illegible]

Is it any wonder that the trade balance swings heavily towards the American side of the ledger?

Tariffs will not balance geography, transportation facilities and good and needed merchandise—plus ADVERTISING.



OBSTRUCTIVE DIRECTORS

What is to be done when a company has a board of directors who do not believe in efficiency and improvement?

As everyone knows, many a company is wrecked by its directors. They interfere. They object. They say Don't—Don't—DON'T. They take the heart out of the managing director. They expect him to make bricks without straw. They say—"Economy! Economy!" But they do not know that true economy is a by-product of efficiency.

Every managing director has a right to fair play from his board. He has a right to good conditions. He has a right to proper equipment. He has a right to staff training and advertising and efficiency of service.

The managing director should be held responsible for results; but it is unfair to hold him responsible for results and then starve him on improvements.

JUDGMENT VS. KNOWLEDGE

Scientific management means the substitution of knowledge for judgment.

At its best, judgment is a guess. It is a matter of memory and personal experience. This means that it is very liable to make mistakes. You will find, if you go through your shop or your factory, that wherever a worker is allowed to use his own judgment he is making too many mistakes.

You should aim to eliminate judgment as far as possible, and see how many jobs can be made fool-proof. Get the facts. Find out. Be sure. An ounce of knowledge is worth a ton of judgment.

And, mind you, this means you and me as much as anybody else. We are all too much inclined to rely upon judgment and to neglect the facts.

THE DAILY WORRY

The daily worry—that is what prevents us from being good managers. That is what prevents us from planning and organising, as we ought too.

Nearly every manager is like the famous donkey who stood undecided between two bundles of hay, until he starved to death! On the one side the manager has his Daily Worry and on the other hand he has Plans and Standards

Very often a manager is kept busy all day long with the petty little details of to-day's job. Of course, when this happens he is not really a manager at all. He is only a foreman.

It should be the constant aim of a manager to rise above the daily worries and to spend the most of his time in looking ahead in making plans—in organising and deputising and standardising. That is what a manager is for.

Manitoba Free Press Supremacy

The net paid circulation of the Free Press for the month of June, 1918, amounted to the magnificent total of 2,049,800 copies, or a daily average of 81,992.

This is the largest circulation ever attained in the history of the Free Press.

It shows that the Free Press is not only maintaining its supremacy—it is increasing it at a rate that is remarkable considering the conditions that prevail.

Without the aid of artificial methods the Free Press keeps going right on, growing in favor, gaining in prestige, winning its way solely on its merits as a newspaper.

Detailed Statement showing the net paid Daily Average Circulation of the Free Press for the month of June, 1918

	Morning	Evening	Total
CITY PAID—			
Carriers	7,959	24,748	32,770
News Deale s	555	797	1,352
Street Sales	1,116	5,663	6,779
SUBURBAN PAID—			
Carriers	80	799	879
Agents and Dealers	86	216	302
Total City and Suburban Paid	9,797	32,223	42,019
COUNTRY PAID—			
News Dealers	8,797	6,738	15,535
Mail Subscribers	9,007	14,799	23,806
Total Country Paid	17,704	21,537	39,543
Bulk Sales	611	21	632
Total Net Paid	28,211	53,781	81,992

June, 1917, 75,107 - June, 1918, 81,992

An increase of nearly 6,000 over June, 1917

Manitoba Free Press Co. Limited

WINNIPEG, CANADA

SPECIAL REPRESENTATIVES

TORONTO — Edgar J. Guy, 302 Royal Bank Bldg.

CHICAGO — Henry De Clerque, 2118 Mallers Bldg.

NEW YORK — Louis Klebahn, 1 West 34th Street

SEATTLE — W. F. Coleman, Henry Building

LONDON, ENG.—F. W. Large, Fulwood House, Fulwood Place, Holborn, London, W.C.

ARE YOU WATCHING **WINDSOR** and Border Cities Grow?

Population Now 40,000

The Windsor Record

Only Canadian Daily Within Fifty Miles

10,362 Daily Average Circulation for June

RATES (Plate)

Under 1,000 lines - -	3½	Over 5,000 lines - -	2½
Over 1,000 " - -	2¾	" 10,000 " - -	2¼

JOHN A. McKAY, Publisher

WHAT posters have done for the War Loan Campaigns in England, United States and Canada they can do for you —if rightly handled.

That is my business.

A.R. KENT

Outdoor Advertising
Everywhere in Canada

Kent Building
TORONTO

Through Our
FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
231 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than any other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED

(*Continued from page 19*)

It is significant that Canada's yield per capita of food materials produced from the land has become the highest in the world. A table compiled by the United States Department of Agriculture gives the following percentages:—

Canada	100
Argentina	80
United States	64
Australia	35
German Empire	30
Austria-Hungary	29
France	25
Great Britain and Ireland	8

In approaching the subject of manufacturing those who look at the figures alone are apt to be carried away with extravagant dreams. It is true that the four years hav witnessed a most gigantic increase in exports—in fact, from $431,588,439 in 1913-14 to $1,540,-027,788 in 1917-18. It must be considered, however, that a large part of this is in munitions and, when the peace pact is signed this industry will be summarily lopped off. It is not possible for Canadian manufacturers to maintain their present stride right on into the piping, and perhaps less prosperous, time of peace and we must expect some diminution of the figures. It is an amazing thing, however, that the manufacturers in the face of all the handicaps have been able to rise to the situation on such a scale.

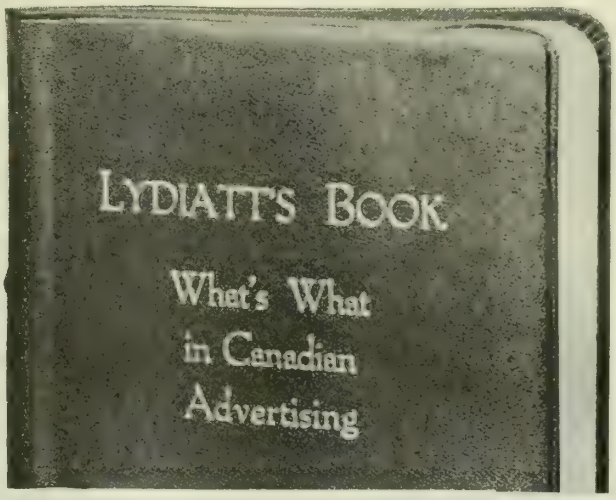
It is not desirable to go into figures to show how and why this great increase has been effected. The fact remains that it has been done and that not only have manufacturers made money, but their employees have also. Paying wages as high as $60.00 a week for purely mechanical work has been a phenomenon of our period of war prosperity. It has, in fact, become almost a commonplace. As the old song says, "War is a bountiful jade." War costs us dear in the wasted blood of our best and bravest but this terrible war has unquestionably quickened circulation in the arteries of world commerce.

The only worry that manufacturers have now is to fill their orders. The textile people, for instance, are afraid that the Government is going to need so large a share of their production for the army that civilian needs will not be attended to. It is a serious situation, truly, but it spells the opposite of trade stagnation. It means high prices, double shifts, feverish activity all around.

The wholesaler has made money in the trying period since the dogs of war were loosed. It has been a steadily-rising market and the distributor who cannot make money on a rising market is misplaced. Of course, the wholesaler faces the certainty that ultimately he is going to see a declining market, when he will inevitably have to write off losses.

The retailer has had his up and downs and has come through the ordeal well. It is in the mind of the public that the merchant has been making a literal fortune but it is a fact nevertheless that the bigger prices which the grocer and dry goods man and shoe merchant charge carry no more profit than the lower prices of a few years back; therefore, the percentage of profit on the money invested is less. It is equally true that only by being alive to new opportunities and adapting themselves to new conditions,

Answers Your Advertising Questions



Canadian Advertising and Marketing Data

Accurately compiled and conveniently condensed and arranged in the independent and wonderfully complete

LYDIATT'S BOOK

"What's What in Canadian Advertising"

1918—5th Annual Edition **$2.00 a Copy**

More accurate and complete information as to rates and circulations of all publications than is found in the files of many agencies. Hundreds of the largest advertisers and agents in Canada, the United States and England rely on it very largely for the information they need in selecting mediums, making contracts, preparing copy, investigating the market. Even the best informed find it a dependable, time-saving, ready-reference. "We find it absolutely necessary in our work," say the advertising agents of Ivory Soap, in ordering this year's edition.

AUTHORITATIVE RATE BOOK OF CANADIAN ADVERTISING MEDIA

Many changes in rates, in closing dates, publication sizes, frequency of issue, and in the relative standing and costs of competing mediums, many important new market statistics—literally hundreds of details and changes necessary to bring your information up-to-date—all accurately recorded and conveniently arranged in this wonderfully comprehensive little book.

A handy, pocket-size, leather-bound book, containing all the facts and figures busy advertising men constantly need. Everywhere recognized as the authority on Canada's advertising mediums. Not an agency directory or catalogue, but an absolutely independently compiled data and rate book for advertising buyers. Order your copy now.

Sent postpaid, on receipt of the price, $2.00

W. A. LYDIATT, Publisher

53 Yonge Street, - - TORONTO

ADVERTISERS' COMPLETE GUIDE TO THE CANADIAN MARKET

Characteristics each province and principal cities, describing their industries, resources, etc.; census manufacturers and agriculture, statistics population, (distribution race, religion, ages, occupations, earnings, urban and rural, dwellings and families, etc.); bank clearings, customs revenue, building activity, number autos, retail stores, industrial payroll, etc., by cities; imports and exports;—thousands of conveniently condensed, up-to-date figures indicating trade conditions and market possibilities.

ACCURATE DATA CANADA'S ADVERTISING MEDIUMS

Correct 1918 advertising rates, most reliable and complete circulation figures (indicating local, out-of-town, net paid and gross average separately, compared with year previous); column sizes, etc., all daily newspapers; which use mats and unmounted plates; similar data all magazines, agricultural, religious, trade and other class publications; cost poster and street car advertising by cities, number posters required, etc.; valuable suggestions for handling window displays, sampling, demonstrations—all facts essential to intelligent handling of advertising appropriations.

VALUABLE REFERENCE FACTS

COPY-WRITING, ENGRAVING, TYPE, DISPLAY, PROOF-READING, ETC.

Preparing copy to suit medium; selling power various kinds copy; description, specimens, cost various kinds engravings and how to order them; hints type selection with handy specimens most popular display types; table words per inch various type sizes; paper and envelope sizes; printing costs; proof-reading marks; color laws; uses and costs electrotypes, stereos, matrices, etc.; postal rates; customs charges; trade mark and copyright regulations; express rates, etc. — all things needful to know yet hard to remember, conveniently combined in the one book.

"These are the places we're after"

"More than one-third of our entire population lives in the 50 cities and towns I have marked on this map. These are the trading centres of Canada."

The president was interested and the sales manager went on:

"In addition to the 2,500,000 who live in these centres, a great population lives near by and trades in these places. Nearly all the most important dry goods and department stores are in these cities and our salesmen can reach them easily and quickly."

"As a matter of fact, half the nation buys more than half of its merchandise in these shopping centres."

"We do most of our business in these places. But we don't do nearly enough. One reason I want to advertise in the Canadian Butterick Quarterlies is that two-thirds their circulation of 80,000 copies is in these centres, and every copy is sold over the counters of the very stores where our goods are on sale or ought to be on sale."

The result of this conversation was the beginning of an advertising campaign in the Canadian Butterick Quarterlies that has increased sales, opened new accounts, and, above all, has obtained for the product a reputation with many thousands of ultimate consumers.

If you would like some interesting facts and figures with regard to the problems of distribution in this country, we will be very glad to supply them.

Winter numbers (on sale Oct.-Dec.) close August 20th.

Canadian Butterick Quarterlies

Sold to their customers by 3,000 Canadian retail merchants

Rates and other particulars from

MANAGER OF ADVERTISING - - - 53 YONGE ST., TORONTO

have the merchants been able to keep up with the hot pace at all.

Whole trades have found it necessary to swing the axes on which they revolved. The hardwareman, for instance, found his business in builders hardware to be practically gone for the time being. He swung almost unconsciously into new lines. Automobile accessories are now netting him more than he ever made out of building materials. It is no secret for example, that the hardwareman sold nails on a margin of about 10 cents a keg or about 2 per cent. which was poor business. He does better on the goods that he sells to the motorist.

The war has been a severe test for merchants in all lines. The unfit have been weeded out. Many of them went down and out early, others made their exit lingeringly. Even the fittest who have survived have been forced to change their methods in important respects. They buy in smaller quantities and oftener. Credits have become more strict. Many merchants have changed over to doing business on a straight cash basis.

In building there has been a steady improvement but nothing spectacular can be looked for here. There has been of course, a very distinct growth in building during the past two years. If building materials were more readily obtainable, there would unquestionably be a rapid recovery in this respect, for all Canadian cities are badly congested and houses are at a premium.

The greatest of Canadian achievements have perhaps been in new fields. For instance, there is the manufacture of munitions, an intricate business entailing a higher degree of accuracy than most work and something entirely new to Canada. Starting in 1915 in a small and almost timid way, the making of munitions in Canada has developed into a tremendous industry.

Another outstanding example is the growth of our shipbuilding industry. There was a time when the Maritime coast was dotted with shipyards. The coming of steel, however, gradually drove the wooden ship into secondary place and the shipbuilding industry of Canada languished and died. When the war broke we were doing very little in that way. Since the enemy launched his U-boat campaign and the winning of the war has become a matter of building enough ships to replace those sunk by these wolves of the high seas, Canada has gone back to ship-building again with grim determination. There is under construction in the Dominion at the present time one quarter of the total merchant tonnage in the whole United Kingdom last year. Eighty per cent. of this ambitious program will be completed this year. If it were not for the scarcity of materials and the fact that no rolling plates or beams are yet being rolled in the Dominion, the shipbuilding program would have been still further extended. It will help to visualize just what is being done, however, when it is stated that $51,000,000 is being spent on shipbuilding in British Columbia alone.

That the enterprise shown has left the country prosperous is most strikingly demonstrated by the comparative ease with which the Government has floated war loans. It is a fact that

before the war the bulk of the bonds issued by the Dominion Government were sold in Great Britain and that even for our municipal bonds and debentures there was always a readier sale on the British market or in the United States. So large was the volume of bonds thus sold abroad that annually Canada paid in interest charges $125,000,000 to British investors and $50,000,000 to Americans.

When the war expenditures of the Government became so great that they could not be met by any means of raising the revenue, three different issues of war bonds were launched and the bulk sold right here in Canada. The third which ran to $418,000,000 was largely subscribed in comparatively small lots by the citizens of the country. This fall a new loan will be launched, probably for $500,000,000 and again it will be placed before the people at large. That it will be a success no one doubts. Despite the fact that the people of this country, who were not bond buyers at all before the war, have already subscribed $760,000,000 for war purposes, they are going to find half a billion dollars this fall to accelerate the downfall of Kaiserism.

This means an increase in our wealth of $200 per head in addition to the larger volume of savings carried in the bank which runs, as shown before, to an average of $120 per head. When the war ends, it will leave Canada in a condition of unprecedented prosperity.

So much for the past. Business has weathered all war storms and business men regard with more or less equanimity the possibility of still further shocks. Whatever re-adjustments are necessary the industrial world will wag on and the motto will continue to be not "business as usual" but "better business than usual."

But what of the future; what of that trying period that will follow the signing of peace? No man would dare to predict what will come to pass when the nations lay down their arms and the men get back to productive work again. The world may face a period of stark depression, a period of uncertainty and re-adjustment or, on the other hand, the need for restocking the world may serve to bridge things over with a minimum of loss. But one thing is certain; Canada will face the period of re-adjustment with a better reserve than ever before. There will be few families indeed in the whole broad Dominion without a bigger bank balance than before. Liabilities have been reduced, mortgages lifted, deficits removed. As already shown bank savings have increased and at least a billion dollars worth of high interest-bearing war bonds will be distributed in more or less small denominations all along the line. Most business concerns will be in sound condition.

Canada will, therefore, enter upon the period of peace well equipped to face any conditions that may arise. This is an important consideration. It is becoming clearer, however, that the difficulties of the situation will, not be as great as was at first feared. No longer do business men fear the possibility of a sudden collapse. Prices, for instance, cannot drop out of sight over night. Food is going to be scarce for at least two years after the pact is signed and the demobilization

ABOVE-BOARD CIRCULATION

Publications listed below merit special consideration because their circulation records are subject to regular and rigorous examination by the Audit Bureau of Circulations. Present day advertisers want to know more than vague figures indicating volume of circulation. They want complete details, including facts indicating value. Bills for all other purchases are carefully checked to verify delivery; why not advertising bills similarly? The figures quoted below represent average circulation as may be verified by each publisher's latest report. A complete analysis, including all essential facts, is given in detail in complete A.B.C. Report which should be secured from publisher.

DAILY NEWSPAPERS

Calgary, Alta., HERALD (E) 23,926
The largest daily between Winnipeg and Pacific Coast. The Herald is the recognized advertising medium of the western prairie provinces. A big paper that expresses the progressive spirit of the Great Canadian West.

Edmonton, Alta., JOURNAL (E) 17,845
The one outstanding daily in Central and Northern Alberta.

Lethbridge, Alta., HERALD (E) 5,326
One daily in big prosperous farming district, one of best markets in west.

Brantford, Ont., EXPOSITOR (E) 8,125
In a city of 5,900 homes has a guaranteed local circulation of over 5,500.

Kingston, Ont., BRITISH WHIG (E) 5,859
Only A. B. C. paper in Kingston or district. A 2c. evening paper selling solely on its merits.

London, Ont., FREE PRESS (M. & E.) 41,666
Produces best results for most local, national, classified advertisers, provable.

Ottawa, Ont., CITIZEN (M. & E.) 29,640
Protects legitimate advertisers by refusing liquor and all medical advertising, etc.

Stratford, Ont., HERALD (E) 3,303
Only A.B.C. paper. Largest circulation, both total and local, and steadily gaining.

Sherbrooke, Que., RECORD (E) 10,447
Exclusively home Daily of 65,000 English people in Southern Quebec.

Moose Jaw, Sask., TIMES (E) 7,483
Largest circulation in its trading territory, Oldest, largest and best medium.

MAGAZINES

CANADIAN COURIER (Bi-W) Toronto 50,000
Now goes into one in ten English speaking urban homes in Canada.

CANADIAN HOME JOURNAL (M) Toronto 27,111
During 14 years has been building up a select clientele of loyal interested readers.

EVERYWOMAN'S WORLD (M) Toronto 119,149
The dominant selling medium in all cities, towns and villages throughout Canada.

AGRICULTURAL MEDIUMS

CANADIAN COUNTRYMAN (W) Toronto 37,767
Editorial weight. Large circulation. Record of results.

CANADIAN FARM (S.W.) Toronto 23,026
A farm paper for the producing farmers with the most complete market service in Canada.

TRADE NEWSPAPERS

HARDWARE AND METAL (W) Toronto 3,529
Canada's National Hardware Weekly, published every Saturday since 1888, and receives highest subscription price of any Hardware Trade Paper in the World, because it gives real service. Subscribed to by practically every worth-while hardware buyer, wholesale and retail, in the Dominion.

CANADIAN GROCER (W) Toronto 6,025
Canada's authority on grocery markets and conditions for 31 years. Particulars on request.

if you want to know—

How to write letters that win
How to collect money by mail
How to pave the way for salesmen
How to use the mails for dealers
How to get up a mailing list
How to get mail-order results
How to organize direct-mail work
How to conduct a real follow-up

then you should be a *Mailbag* reader

THE MAILBAG is an independent journal, devoted exclusively to the furtherance of Direct-Mail advertising. It is edited by Tim Thrift, who for fourteen years has been closely identified with the development of Direct-Mail advertising. His experience has brought him in contact with hundreds of successful Direct-Mail campaigns — experiences which profit MAILBAG readers.

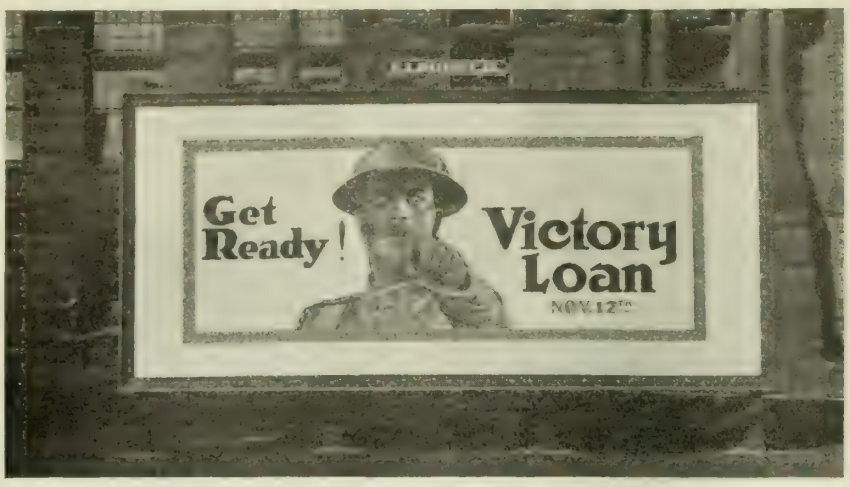
No magazine so completely covers the Direct-Mail field. Mr. Thrift's wide acquaintance in the field of advertising affords him excellent opportunity to gather inside stories of resultful campaigns — stories that otherwise would never have been told.

A single little pointer along the lines of any of the subjects named above may mean the difference between success or failure of a campaign. One single new idea may mean big dividends to you if you own the business, or an increase in salary if you work for someone else.

THE MAILBAG costs you a dollar a year, and if you're not satisfied that it's the biggest dollar's worth ever—just say so and you'll get your dollar back!

Pin a Dollar Bill to this advertisement

Mailbag Publishing Co., 1800 E. 40th St., Cleveland, O.



The power of posters has been repeatedly shown in the War Loan Advertising in Great Britain, in the three Liberty Loan campaigns in the United States, and in our own Victory Loan campaign last fall.

The requirements of these campaigns strikingly demonstrate the value of poster advertising. (1) To command attention. (2) To stimulate intense interest. (3) To get immediate action. (4) to reach everybody often with a message that is quickly grasped.

The poster part of each War Loan Campaign invariably arouses the greatest interest and excites the most comment.

We will be glad to supply you with estimates and suggestions on request.

Poster Advertising Association
of Canada

W. W. SCANE, Secretary, CHATHAM

OFFICIAL REPRESENTATIVES

The Lindsay-Walker Co., Limited	Winnipeg, Man.
E. L. Ruddy Co.	11 Wellington St. East, Toronto, Ont.
Wadsworth Nathanson Co.	501 C.P.R. Building, Toronto, Ont.
Canadian Poster Company	Lewis Building, Montreal, Que.
Harry Duker, Limited	Vancouver, B.C.
A. B. Kent	304 Kent Building, Toronto, Ont.
London Bill Posting Agency	London, Ont.

of armies begins. At the start it will be so scarce that the nations will find their gravest problem to be the outpacing of starvation. It follows that food prices will continue high and that the present prosperous position of the farmers will be maintained. Can business become bad while the agricultural section is doing well? Precedent says no, most emphatically. Shortages will have to be made up also in practically all lines—metals, raw materials, manufactured goods, with the need for rebuilding parts of France, Belgium, Italy and—God willing—Germany and Austria, and the ever increasing scarcity of all manner of supplies it may be that the first years of peace will be prosperous years, consensus of opinion is that in Canada, at least, business will be good.

When we have withstood the shocks of war so well, why need we fear the uncertainties of peace?

* * *

BAKER SAYS PAPERS SHOULD DEFEND ADVERTISING

Frank L. Madden, of the Flour State Baking Company, St. Paul, Minnesota, sailed into newspaper publishers in a recent talk in which he charged them with not doing their duty to the subject of advertising, in an educational way.

"One of the greatest stumbling blocks in the way of an advertiser," he said, "is the fact that the great majority of people—and I know of brainy people—believe firmly that in some way or other the money spent for advertising is taken out of the goods, or manipulated in a manner which puts the added burden on the purchaser of the advertised product. Many leading concerns have been able to show quite conclusively that advertising lowers the cost of distribution. How many people have been informed of it. You publishers have the power to enlighten the public theough a well thought-out series of educational articles; you have the medium that enables you to pound and pound on the very thing you should want the public to know, yet you do nothing of the sort."

In other words, Mr. Madden thinks newspapers should publish a series of articles educating people about the principles of advertising economy and success—a very sensible suggestion.

* * *

GET SUGGESTION

It is not enough to have a Suggestion scheme. You must keep it alive. You must make it work.

The best device that I have seen recently to stir up interest in a Suggestion Box is an original idea that has recently been invented by Mr. Buckley, Works Manager of Mather and Platt's.

Once or twice a week, Mr. Buckley posts up a printed placard, 8 ins. by 15 ins., which says—

You will be surprised to find how many suggestions you will get if you adopt this system and mention one definite subject upon which you desire suggestions to be made. In short, if you want your employees to think, tell them what to think about.

Cutting Costs by Using Cardboard Containers

Carton made for Chase & Sanborn, Montreal

HAD it not been for the shortage and climbing cost of tin and lead foil many packers of tea, coffee and other dry products might not yet have discovered that cardboard containers replace tin and lead foil with every satisfaction and at a much lower cost.

May we send you samples, quote prices or submit suggestions, without obligation to you.

RUDD PAPER BOX CO.
LIMITED

372-374-376 RICHMOND ST. WEST
TORONTO

High Value for your Money

The Dollars you invest in "Office Specialty" Filing Equipment, besides paying for modernized equipment of the most approved standard design and enduring goodness, are literally a perennial retainer for the services of a Dominion-wide organization of system experts, any one of whose members is at any time willing to give you or your staff the benefit of his experience in helping to solve your particular filing problem.

And this System exacts no premium payment. It is simply a good will factor and by inviting you to take advantage of it we profit mutually: you in securing a genuinely helpful service in the solution of your filing problems; we in meriting your continued patronage by thus concretely serving.

THE OFFICE SPECIALTY MFG. CO., LIMITED
Home Office NEWMARKET Canada

Filing Equipment Stores at

Toronto Montreal Ottawa Halifax Hamilton Winnipeg
Regina Edmonton Calgary Vancouver

OFFICE SPECIALTY
FILING SYSTEMS

Marketing
and Business Management

Edited by
W.A.Lydiatt

Increase Your Output

It is often an unwise policy, if not an impossible one, to raise prices in proportion to the increased cost of labor and raw material.

The problem, difficult as it appears on the surface, can be solved. It has, in fact, been solved.

Fixed charges remaining practically the same for large or small production, the "overhead" per unit decreases as output increases. A material increase in output may thus bring production costs below even those of pre-war days.

Advertising of the right sort, reaching the right people, will create the demand to warrant increased production. We will be glad to develop this idea with particular reference to your individual problem.

A. McKIM, LIMITED

Advertising Agency

MONTREAL TORONTO WINNIPEG LONDON, ENG.

PUBLISHED AT TORONTO, CANADA

20 Cents a Copy

SEPTEMBER 1918

$2.00 a year

"They lace in front"

Gossard
CORSETS

TIME was, as the newspaper romancers are wont to remark, when Mrs. Smith of — well, mostly anywhere — would gaze ardently at the pictures of willowy, sylphlike creatures in corsets—and sigh. Plainly such things were not for her. Mrs. S., you see, was somewhat over the thirty mark, and ruefully she owned up to it, her figure was not what it used to be. It has lost its slender, girlish lines and had taken on the ample and often bulging curves of matronhood.

Then the Gossard Corset came along, and hope, now almost extinct, revived. Here was commonsense in corsets at last. The usual order of things was reversed. For instead of making the figure fit the corset, the corset was designed to fit the figure. Photographs from live models showed styles and shapes and sizes for almost every taste and type imaginable. Ideal tall, ideal short, ideal stout, ideal thin, ideal medium, and so on.

Now mark that word "ideal" for it reveals a shrewd insight into feminine nature not too frequent in advertising to women. It was that idea which brought an instant demand for Gossard Corsets from every part of the United States and Canada. It gave Mrs. Smith and thousands of other women like her what they had never had before—a combination of an ideal shape with ideal comfort, and thus made them ready customers of Gossards. It straightway put Gossard Corsets at the head of the list, and it has kept them there.

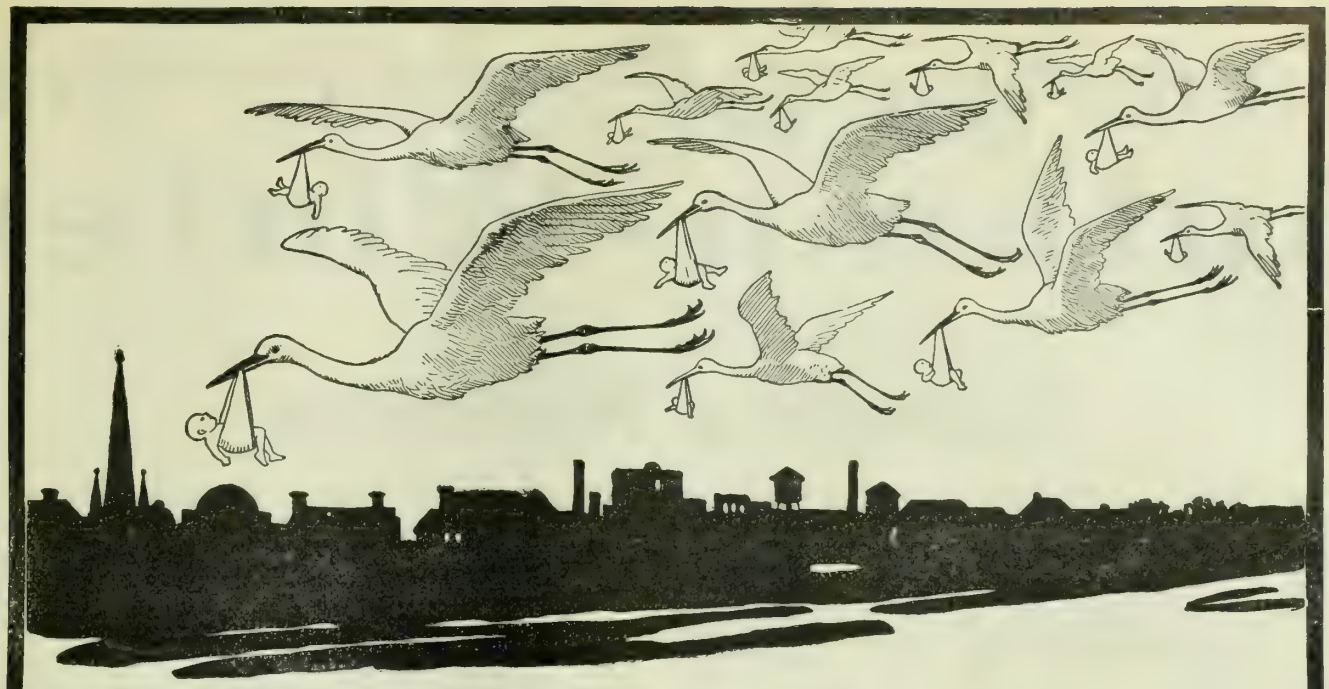
Not the least interesting feature of this success is the part that N-P service has contributed to it.

NORRIS-PATTERSON LIMITED

Advertising Agency

MAIL BUILDING

TORONTO



205,000 Babies Bring New Trade

There is a saying, "Every baby brings a blessing."

Canada, then, is made richer each year by about 205,000 blessings.

These 205,000 new babies also bring new trade and new opportunities.

There are countless things consumed and used by babies, but to look at the advertising columns of Canadian newspapers this promising field seems to be almost altogether neglected in this country.

Surely there are some manufacturers in Canada who can see an advertising opportunity to increase their sales of products made for babies and children?

When advertising such products remember that "Baby is the most important thing in the world"—and put some sentiment, warmth, life into your publicity. Cold, matter-of-fact advertising cannot arouse the feelings of a mother and make her feel favorable to your product. To loosen the purse strings appeal to the heart strings.

Have you anything to tell about anything to sell for babies and children? We can tell it well for you in the newspapers and magazines.

McConnell & Fergusson

Advertising Agency

"The agency that advertises"

London, Toronto, Winnipeg, Montreal

53

Advertising Plans for this Autumn-Winter

Covering Mediums

NATIONAL advertisers should use national mediums. They may use local mediums to strengthen local distribution, but in any event the covering medium is needed—to bind together territories cultivated by local mediums, and to extend and perpetuate the influence of local advertising. In Canada there are two covering mediums of the first rank—MACLEAN'S MAGAZINE and FARMER'S MAGAZINE.

MacLean's Magazine

"I LIKE your magazine," said a national advertiser to us, "and I like your methods of getting and holding circulation. I believe that your magazine goes to a choice lot of Canadian families, and the amount of your circulation is good in comparison with the circulations of comparable American magazines." In saying this he was but saying what we had said to him and others many times. The point is that we had "sold" him our medium. He could have added—"And I like your magazine because it is out and out Canadian, for we need a magazine of that type."

Farmers' Magazine

A FARMERS' magazine of the very highest type, of national circulation and of proven influence among the progressive classes of farmers. Its editorial contents represent the contributions of authoritative writers in every field of farming endeavor. Has a very strong Women's Department, and women are among its greatest and warmest admirers. No small part of the correspondence received is from women. Advertisers declare that the best class of replies and business received by them comes from their advertisements in Farmers' Magazine.

NEW PAGE SIZE

BEGINNING with the issues of 1919, the page size for both MACLEAN'S MAGAZINE and FARMERS' MAGAZINE will be 175 lines x 4 columns—700 lines—the size of page used by *The Saturday Evening Post* (The present size is 140 lines x 3 columns, or 420 lines). Advertisers and advertising agency men should bear this new page size in mind when making up estimates and schedules and copy.

COLOR ADVERTISING

THE growing use of color copy by national advertisers is provided for in both magazines. In addition to the 36 cover positions available in MACLEAN'S MAGAZINE (3 positions a month) color inserts have been scheduled for the months of December, 1918, and April, June, September, and December, 1919. In the case of FARMERS' MAGAZINE (semi-monthly) four cover positions each issue are available for color copy—two, three or four colors as may be arranged. This gives a total of 96 cover positions available for color copy in the course of the year. Because of the limited number of color positions, advertisers and agencies are advised to place reservations for color copy early.

Hundred Thousand Circulation

BY the joint use of MACLEAN'S MAGAZINE and FARMERS' MAGAZINE in 1919 a national advertiser can have 100,000 circulation in Canada—the equivalent of two million in the United States when English-speaking populations of both countries are taken into account. This 100,000 circulation will be made up of 70,000 for MACLEAN'S and 30,000 for FARMERS' MAGAZINE. These circulations take in the best elements of both the urban and rural sections of Canada.

Send for sample copies and rate cards, and include these two mediums in Autumn-Winter campaigns. Address correspondence to the publishers

The MacLean Publishing Company, Limited - - Toronto, Canada

Also at Montreal, Winnipeg, New York, Chicago, Boston, and London, England

MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO DOLLARS A YEAR

Devoted to the Problems of Selling and Advertising in Canada

W. A. LYDIATT, Editor and Proprietor

Vol. XII, No. 7 TORONTO, CANADA SEPTEMBER, 1918

VICTORY LOAN ADVERTISING ARRANGEMENTS MUCH CRITICISED

Handling of appropriation by publishers, as both buyers and sellers, open to many objections. Ill-feeling engendered. Voluntary services of leading advertisers not utilized.

THE publishers of Canada will act as purchasing agents for the Canadian Government in buying approximately a quarter of a million dollar's worth of their own space to advertise the forthcoming Victory Loan.

In view of the criticism which has been levelled by the Canadian press at business men who, while serving on Government purchasing commissions, have placed orders or secured advantages for firms in which they were financially interested, it seems surprising that the publishers would be willing to have themselves placed in a similar position.

Even with the assurance that the money would be spent to the Government's best advantage, the principle would still be wrong. The publishers cannot be expected to divide this large sum in any way which will be satisfactory to all publishers. Already evidences of this dissatisfaction are cropping up. For five or six weeks past much valuable time has been lost and bad feeling created over differences which have arisen as to the division of the fund.

Division of the Spoils

"In the spirit of public service" the Canadian Press Association undertook to spend the money among its members, and forthwith endeavored to force the advertising agents who were to do the work to accept less than the usual rate of pay for such work. The agencies refused to prepare and handle the advertising except at the customary rate of commission, and after much bickering their demands were met. Then differences arose among the agents as to the division of the work and payment therefor, with further heated arguments and disagreements—some of the agents being left out of it altogether—one agent entering suit against the rest of them for "being dismissed."

Naturally this sort of thing does not contribute to the best results. Those who do the work are more or less disgruntled and dissatisfied and do not undertake their work with the right spirit and enthusiasm. Publishers who are prominent in dispensing the fund seem actuated with a desire to make as much as possible out of it, instead of the disinterested endeavor to do as much as possible for the success of the campaign, without regard to what it cost them.

Unquestionably there is much to be said for the point of view of the U. S. authorities who have held, as quoted in July "MARKETING," "that direct financial arrangements between the Government and the press are not only undesirable but extremely vicious."

Savors of Patronage

It is very unfortunate from the publishers' standpoint that they have, through the influence exerted by the governing forces of the Canadian Press Association at Ottawa, been placed in the invidious position where the rendering of a public service is made to appear in the light of a successful effort to extract patronage on a large scale. This is manifestly unfair to the many publishers who are plainly on record as strongly favoring the handling of any Government propaganda advertising in a way strictly disassociated from any suggestion of patronage.

There are those who argue that the officials of the C.P.A. are acting contrary to the expressed wishes of their fellow-members in accepting the responsibility for expending this Victory Loan appropriation.

Two years ago the Advertising Committee committed the Association to the definite recommendation that Government advertising should be placed direct with the publishers at their gross card rates—the services of the publishers' agents, if employed by the Government, to be paid for extra by the Government instead of by the publishers as is customary with commercial advertising. This arrangement cost the Government approximately $20,000 which should have been paid by the publishers themselves in connection with the advertising for last year's Victory Loan.

At this year's C.P.A. Convention this policy was repudiated by the almost unanimous demand of the members—making it clear that the great majority of Canadian publishers favored the handling of all Government advertising in a business-like way, through regular commercial channels at regular commercial rates.

Instead, the handling of the forthcoming Victory Loan advertising is to be handled in the same way as last year with the single exception that the services of the advertising agents are to be paid for by the publishers. This represents a saving to the Government of approximately $30,000—a saving, however, which was forced, by the action of their fellow-members, on those at present directing the campaign for the C.P.A.

In the Hands of the Wrong Heads

The Government will thus get a better deal than last year, but not through any "spirit of public service" on the part of the men who have been entrusted with the direction of the campaign for the publishers. One of the men prominent, if not dominant, on the Victory Loan Advertising Committee of the Canadian Press Association is Mr. George E. Scroggie, advertising manager of the Toronto "Mail and Empire," and this year Chairman of the Association's advertising committee. The objections to the present arrangements are the more strikingly evident through Mr. Scroggie's connection with it.

Mr. Scroggie's attitude toward the expenditure of Government money, as observed during the past couple of years, is far removed from the conscientious, public-spirited and patriotic disposition which should dominate any man acting on a Government purchasing commission.

He was a member of the Advertising Committee which two years ago was most persistent, and finally successful for a time, in its effort to get more money for the publishers out of the

Government's advertising appropriations. His efforts have therefore operated to prevent the Government getting as much for its money as other buyers of newspaper space.

Attempts at Profiteering

Evidently emboldened by the Committee's success in "fixing things" so that Government advertising would be kept out of usual commercial channels and placed direct with publishers at any rates they sought fit to impose, Mr. Scroggie's paper, the Mail and Empire" was one of several, including the Toronto "Globe" and "Star," which indulged in what many would describe as the grossest kind of an attempt at profiteering, endeavoring to enforce a charge for all Government advertising three times as much as had formerly prevailed.

The facts are that prior to October, 1916, the "Mail and Empire" accepted a rate of 8 cents a line for Government contract advertising. At this time the "Mail and Empire's" rates ranged from 8 cents to 15 cents a line. Early in October all the Toronto papers issued new rate cards, in the case of the "Mail" the minimum rate being advanced to 9 cents, the maximum rate to 25 cents a line. There was evidently an understanding among the publishers that the maximum rate of 25 cents a line would be enforced for all Government advertising, for in the course of a few days notices to this effect were received in Ottawa.

It will be recalled that this was at a time when the Government might be said to be in need of newspaper support. The profiteering designs of these publishers, if such they can be called, were therefor well-timed. There was justification for thinking that they might be able to get away with so exhorbitant an increase in the charges for space used by the Government.

Entitled to "Patronage"

In justification for this drastic increase the argument is said to have been advanced for the "Mail and Empire," presumably by Mr. Scroggie, that as they did not possess a job printing establishment, all they could expect from the Government, in recognition of their press services to the party they support, is advertising patronage. Therefore the Government should pay these newspapers three times as much for the space required in furthering the prosecution of the war as is paid by business concerns in the promotion of their private business.

It is none the less discreditable to the publishers concerned that they did not succeed in getting the Government to pay the greatly increased rate. Nor is it due to any effort of Mr. Scroggie's or those working in sympathy with him, that to-day the Government is able to buy so much more advertising space in newspapers with the present Victory Loan appropriation—or that the space required costs so much less than it would have cost had Mr. Scroggie's policies not been repudiated by the great majority of other Canadian publishers.

Yet this man Scroggie is serving on a Government purchasing commission, entrusted with the expenditure of a quarter million dollars of Government money, to buy space from himself and other publishers. What would the "Mail and Empire" and other intensely patriotic publishers have to say about a similar arrangement by which Sir Joseph Flavelle might buy bacon from the Davies Company, or T. A. Russell serve on a purchasing commission to buy munitions or motor trucks from companies in which he is interested? Particularly if these gentlemen had sought to charge three times the prevailing market price for these products. Have we had more deplorable examples of what has been so freely characterized and so heatedly condemned as "profiteering."

As the "Financial Post" says in criticizing this arrangement·

> It is not, after all, a case of necessity that has caused the government to make this arrangement. The publishers are not the only ones to whom to turn for expert advice. There is already the Dominion Publicity Committee, made up of prominent business men, which is nominally in charge of all matters pertaining to the publicity end of the forthcoming campaign. The spending of the money set aside for space in Canadian publications could have been delegated to this association or a committee thereof made up of men who have studied space buying. There are many advertising campaigns undertaken in Canada that run into

(*Continued on page 24*)

VICTORY LOAN POSTER PRIZE-WINNERS

THE first prize of a $1,000 Victory bond, offered by the Dominion Publicity Committee of the Victory Loan for the best posters for the forthcoming loan was won by Frank Nicolet of London, Ont., who also had another poster entered which was considered good enough to win an additional honorable award of a $100 Victory bond.

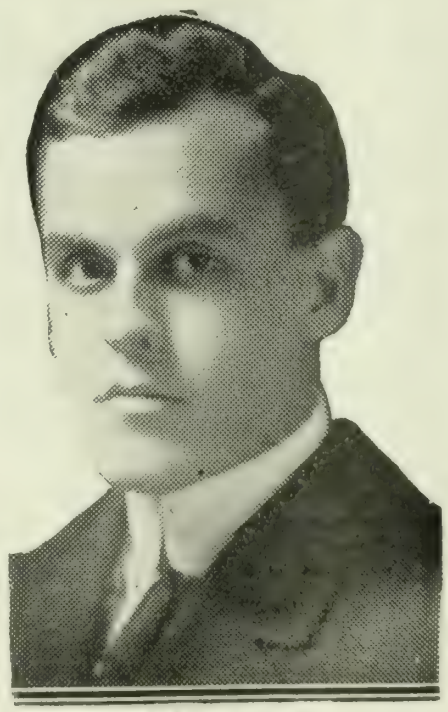
The second prize, a $500 Victory bond was won by Lorne K. Smith, Toronto, and third prize, a $250 Victory bond by Christopher Fulleylove, Ottawa.

Honorable awards of a $100 Victory bond were granted L. Ross Perigard, Montreal; E. J. Sampson, Toronto; Mary Essex, Montreal; G. W. L. Blayden, Montreal; W. H. Taylor, Montreal and Frank Downing, Toronto as well as the additional award to Mr. Nicolet above referred to.

Honorable mention without award was accorded George Fawcett, Winnipeg; A. H. Hider, Toronto; J. S. Morrison Toronto; Frank Downing, Toronto and Bertha Des Clayes, Montreal.

There is a certain appropriateness in the fact that the first prize winner, Mr. Frank Nicolet, is a Belgian, inasmuch as Canada took up arms for the cause of Belgium. He comes of a Belgian family of artistic repute and accomplishment, his father being Theophile Nicolet, a landscape artist, and his uncle Gabriel Nicolet, a more noted figure painter. Both his father and uncle are now in France having escaped when the Germans occupied their country.

Mr. Nicolet was born in Belgium thirty years ago but came to Canada and to London when very young, engaging in several different occupations before his native talent manifested itself sufficiently for him to take up art as his serious work. He finally entered the employ of Lawson & Jones as a lithographic artist, but went to New York several years ago for further art study, while there specializing in portrait work. He returned to London last year to enter the Army but was rejected.



Mr. Frank Nicolet

two of whose Victory Loan poster won prizes offered by the Dominion Publicity Committee. He claims London, Ontario, as his home, and is at present employed by Southam Press Ltd., Montreal

Mr. Nicolet has drawn the inspiration for his prize poster from the well-known poem by a Canadian officer, "In Flanders' Fields". The poster depicts these fields in far Flanders all a mass of scarlet poppies Standing with his helmet in his hand, looking down on a grave with its little white cross, is a soldier in khaki. The scarlet of poppies, the clear sky, the khaki and the white cross make a poster which is said to be beautiful and at the same time poignant in its significance. It is the poppy field, suggestive of the men lying there, which makes the appeal, and the pleading of the little white cross which drives home the realization of the part to be played by each individual citizen. For the men who have "gone West" speak in the words of the poster, "WHAT HAVE YOU SACRIFICED".

The subject of the second prize poster, drawn by Mr. Lorne K. Smith, of Toronto, is the sinking of the "Llandovery Castle".

Some 600 suggestions were received, including entries from all parts of Canada. The Committee is unwilling to show any of the posters until after the campaign begins, the end of October, when it is intended to feature an exhibit of the original drawings. There was some dissatisfaction among artists over the manner in which the contest was handled, uncertainty as to the requirements which were to be met preventing many from competing in the short time allowed.

MARKETING THE CALIFORNIA FRUIT CROP

How organization for co-operation, backed by strong and persistent advertising, has enabled 8,000 California fruit-growers to stabilize their market and reduce selling and distributing costs

By DON FRANSISCO

Advertising Manager of the California Fruit Growers' Exchange

WHEN we learn of an organization which distributes commodities to the value of $34,000,000, wholesale a year; which maintains distributive offices in 78 of the larger cities of the continent; which, with its various activities, covers the United States and Canada "like a blanket;" and which engages the entire time and efforts of upwards of 15,000 persons of all classes from farm hands to high-class executives, we are prone to think:

"What a fine money-maker for the few men 'at the top!' "

But this is not that kind of a story.

For, while all the figures above given apply here, this is the sketch of an institution born in the throes of stern, relentless necessity; an institution which had its inception veritably "at the last moment" when a great industry was in imminent danger of absolute obliteration; an institution which, because of keen foresight in its fundamental structure, unusually skillful management and scrupulous integrity, has wrought conspicuous prosperity where failure threatened.

The basic characteristic of this organization, the keynote of its peculiar usefulness, is such as to preclude the possibility that any set of men shall make big money out of it; for no profit whatever is retained by it!

It is entirely co-operative in the purest meaning of the term. Every penny received is distributed to the industry on which some 15,000 families depend for their livelihood, in whole or in part, and which vitally affects at least 150,000 people who are directly or indirectly employed therein. The only deductions from the gross receipts are for necessary expenses which, compared with the chaos which preceded its formation, are so trifling as to amaze anyone even slightly familiar with old-time conditions, or indeed with the extravagant waste of unorganized distribution everywhere.

This, then, is an attempt to set forth in brief outline the work of the California Fruit Growers' Exchange, a co-operative non-profit, non-capital stock organization of 8,000 growers of oranges, lemons and other citrus fruits.

Years ago the California orange and lemon industry was in a very uncertain condition. The fruit was then sold to speculators whose interest lay in the making of a profit for themselves and not in the development of markets or the general upbuilding of the industry in California. The fruit was carelessly handled, irregularly graded, packed in a haphazard fashion and shipped to this market or that without any co-ordinated effort to work out an intelligent plan of distribution. Under these conditions the fruit kept badly, markets were alternately glutted and barren, prices to the consumer high and the risks in handling citrus fruits were such as to make the business a hazardous undertaking for fruit dealers and growers alike. Had these conditions continued, growers would have been obliged to tear up their groves, abandon the citrus growing business and there would have been few oranges to sell.

On the fourth day of April, 1893, a convention of growers, assembled in Los Angeles, declared the purpose of the meeting to be—

> To provide for the marketing of all citrus fruits at the lowest possible cost under uniform methods, and in a manner to secure to each grower a certain marketing of his fruit and the full average price to be obtained in the market for the entire season.

Here began the co-operative movement in California. At the beginning of each year the growers assessed themselves several cents a box, according to the probable shipments of each, for the estimated cost of packing and marketing. At the end of the season if the cost proved to be less than the assessment, then the average was returned to the grower. The organization itself made no profit.

They set to work to improve the quality of their fruit by scientific cultivation and to push it better by painstaking care. They studied marketing and reduced the cost of selling oranges to about seven cents a box—the lowest for any agricultural crop in the world. They found that by being joined together they were better able to spray, fumigate and irrigate their groves and standardize grades and packs. They bought their supplies on the co-operative plan at wholesale prices, erected a factory to utilize unsaleable fruit of low grade and brought about other measures for reducing the cost of production. They placed representatives in the leading markets to serve the trade.

Under these conditions the industry took on new life. The fruit trade welcomed an opportunity to deal with a reliable organization. The jobber and retail merchant found that the fruit kept better, was more uniformly graded and more attractively packed—hence easier to sell.

In response to this stimulus new groves were planted in California and the Exchange began its Sunkist advertising to win new consumers of California's delicious and healthful fruits.

A glance at the last annual report of the General Manager of the Exchange is sufficient to indicate the progress which the organization has made in the 25 years since the first efforts to co-operate were launched.

Through the California Fruit Growers' Exchange the growers have assured themselves a market for all their fruit at its full value, less only a small charge per box which is the exact cost of the Exchange service. The steady increase in the proportion of the crop handled by the Exchange—which last year rose to 70.4 per cent.—indicates the results, on which a stable or increasing membership is primarily and necessarily founded. These growers benefit immeasurably from a remarkable market-and-sale news service which they have developed—the most comprehensive, prompt and reliable service of this kind ever evolved for any of the world's agricultural products.

Exchange growers returned to California through their organization during the past year the great total of $33,611,000—which is the largest amount of money ever received.

On this large volume there were no losses from bad debts. Sales through the Exchange in the last 14 years have amounted to approximately $226,-100,000 on which the losses due to bad accounts and all other causes have been less than $8,000, or about 35-10,000 of 1 per cent.

The growers of the Exchange—in maintaining offices and exclusive salaried agents in the seventy-eight most important markets of the United States and Canada,—provide themselves with an aggressive sales organization which is constantly in touch with marketing conditions and opportunities everywhere.

Through their Traffic Department, and without any additional cost to the regular service charge, they collected during the past year 10,906 freight claims aggregating $139,943.44.

Through their Field Department they are constantly keeping in touch with the best methods of handling and preparing the fruit for the markets so that it will always bring the highest average return.

Through the Fruit Growers' Supply Company,—formed by the Exchange members, and which transacted during the year a business of $5,459,574,—they effect valuable savings in the purchase of orchard materials and packing house supplies. In addition to these savings—made at the time of purchase—the Supply Company paid its members 6 per cent. on the capital invested, set aside 10 per cent. of its earnings as a reserve and refunded $150,000 to purchasers according to the volume of goods bought by each.

As a result of their national advertising for the purpose of increasing the consumption of citrus fruits and popularizing the name "Sunkist," hundreds of thousands of housewives are asking for more oranges and lemons in the stores, and dealers and jobbers throughout the land are becoming more particular every day in seeing that they are constantly supplied with "Sunkist". In the last seven years the consumption of oranges has increased 77 per cent. or approximately 6½ times as

rapidly as the country's population. The widening of the national market for oranges and lemons which has resulted from the Exchange's advertising has immeasurably benefited the citrus industry.

The above are the important features of California Fruit Growers' Exchange service.

With all these departments, and others—carrying with them an almost inestimable value to each member—the total cost to the Exchange grower, including every expense, is lower than the marketing cost alone of any other agricultural crop in the world. Last year the total average marketing cost was 4¾ cents per packed box, or 1.55 per cent. of the delivered value of the fruit. In addition there was invested in advertising 2¼ cents per box of oranges and 4 cents per box of lemons.

The 197 packing associations of the Exchange pick and pack the fruit of their members. Only actual growers are members, and they are an unusually high type of business men. After each grower's fruit has been graded and weighed it loses its identity in the general pool of the association. The fruit is shipped out in carlots and at the end of each pool every grower is given his pro rata share of the returns, according to the amount of each grade which he contributed. The shipping associations are grouped into district exchanges—19 in number,—which employ skilled salesmen and handle the sale of their associations' fruit, according to advice cleared through the central Exchange in Los Angeles. Each association elects its own Board of Directors and each such Board sends a representative to the District Exchange Board of Directors. These Boards in turn send one of their number to the weekly meeting of the Board of Directors of the California Fruit Growers' Exchange in Los Angeles. This central Board, through a manager whom it employs, directs the policy of the marketing organizations. It is the growers' own organization being controlled by the men on the land through the representatives whom they themselves elect and is strictly democratic throughout.

The Exchange cannot and does not regulate prices. In fact much of the Exchange fruit is sold to the highest bidder at eastern public auctions. The value of the fruit is determined by the law of supply and demand. The demand for lemons,—for example,—may be greatly increased by hot weather. The supply on the other hand, may be reduced by climatic disaster in California. Under such conditions there is not enough fruit to go around and prices rise, only to lower again when the supply is more plentiful.

The Exchange plan of operation may be termed "Co-operative Competition" for each shipper in the organization is striving to put out the best pack. Each Association places its own private label on the end of its boxes of various grades. Fruit of grades which are above a certain standard are wrapped in tissue paper bearing the mark "Sunkist." This name is owned by the central Exchange and through publicity has been popularized with the consuming public. The trade knows the shippers' labels and thus the product of each shipper sells on its own merit and reputation. This constant striving to build up a reputation with the trade on private labels and to pack the best fruit in the most attractive way is as effective in maintaining the Sunkist grade as the inspection and police regulations exerted through the Field Department of the organization.

Mr. G. Harold Powell, who, as General Manager, has guided the big Exchange organization for a number of years, describes it in this way:

"The distribution of the California citrus fruit crop represents the most highly developed system of organized marketing to be found in American agriculture. After an evolution of more than 25 years, the Exchange growers,—through economic necessity—have developed their own distributing and marketing service, which they operate without profit, as a true industrial democracy, on a non-capital, co-operative basis.

"Through their 197 shipping Associations, 19 District Exchanges, and 78 Sales Agencies served by a daily telegraphic service between the agents and Sales Departments, the Exchange obtains prompt and detailed expert information regarding the supply of fruit in California, the consuming power of the different markets, the weather conditions, the supplies of competitive fruit—such as cantaloupes, strawberries and peaches— the supplies of Exchange fruit rolling, the supplies on track, the number of cars of Exchange fruit that will arrive in any market for a two weeks' period, the prices in different markets, and the proportion of the crop that should move from California daily if the crop is to be evenly distributed. This information is available to all Exchange shippers, and is used by them as a basis of forming judgment regarding distributing and marketing matters."

When a Business Man Has No Place to Go, He Goes "In Conference"—*by Goldberg*

THE BUILDING IS ON FIRE!
VERY WELL—I'LL GO INTO CONFERENCE WITH THE DIRECTORS AND SEE WHAT CAN BE DONE ABOUT IT
IN SOME OFFICES ALL BUSINESS MUST BE SETTLED BY THE CONFERENCE ROUTE
I DIDN'T KNOW YOUR HUSBAND PASSED AWAY!
HE DIDN'T—BUT HE'S IN CONFERENCE SO MUCH, IT'S JUST THE SAME THING
WHY SHE WORE MOURNING.
THE QUESTION IS—IS IT PROPER FOR THE JANITOR TO WEAR PURPLE SOCKS?
I THINK WE OUGHT TO CALL IN AN INTERIOR DECORATOR AS AN EXPERT
A FOUR-HOUR CONFERENCE IS GENERALLY CALLED TO SETTLE A TWO-MINUTE PROBLEM.
I HAVE AN APPOINTMENT TO TALK OVER A MILLION DOLLAR DEAL WITH THE BOSS
DON'T DISTURB ME—CAN'T YOU SEE I'M IN CONFERENCE?
COME SEVEN
THE OFFICE BOYS ARE NOW ACQUIRING THE HABIT.
I WANT TO SEE MISTER VAN SHRIMP
HE CAN'T BE DISTURBED—HE'S IN CONFERENCE WITH THE PRESIDENT OF THE COMPANY
I COULD HAVE MADE THAT NINTH HOLE IN FOUR IF I HADN'T LAND IN THE LAKE
HE WAS REALLY RESTING UP FROM YESTERDAY'S GOLF.

From the New York Evening Mail

WHY WE CAN EXPECT PRICES TO REMAIN HIGH

The relation of prices to permanent prosperity. Important that manufacturers should concern themselves NOW with future markets

Written for MARKETING by W. W. SWANSON

THE problem of prices was insignificant in pioneer days on this continent and during the Middle Ages in Europe when production was carried on to meet local and immediate needs. As soon as a nation or community comes within the scope of an exchange economy, however, this question of prices becomes one of surpassing importance. Under the spur of prices and profits productive output is given impetus and power. There are innumerable factors, no doubt, that play their part in the field of production—duty, self-sacrifice, pride in product, patriotism and so forth—but the fundamental and compelling motive is the securing of profit through the selling price. And notwithstanding the indictment brought against the capitalistic system by the Bolsheviki at home and abroad, even a superficial study of mankind's economic progress proves beyond the shadow of a doubt that, with all its defects, no other device or method for the production and exchange of the products of industry has ever met with a tithe of its success.

It is by no means certain that we have achieved the ultimate, that the last word has been said in securing economic well-being and prosperity. But the only system with which we are conversant, the only organization at hand to use and perfect, is that under which we live. Defects it may have, imperfections and injustices—but that should not prevent our making the most of it. It is safe to say that never in the history of civilization has the average man enjoyed so great a measure of economic well-being as right here and now.

The war has taught us many bitter lessons, and occasioned vast economic waste and loss. And yet if its lessons be learned and taken to heart, if its gains are kept and guarded, much may be placed on the credit side of the balance sheet. In the flame of war much of the dross in our national life has been consumed utterly. One does not need to be a psalm-singer to appreciate to the full the economic value of a moral quality—thrift. The Canadian Government asked the people for $450,000,000 to finance the war, and they responded with subscriptions amounting to $982,000,000—with all due modesty a remarkable achievement for a country just at the threshold of its industrial career, and a debtor among the nations as well.

Not less remarkable has been the country's progress in material prosperity. Unemployment has vanished. On every hand there is almost feverish activity—in our mines, factories and fishing industry, in shipbuilding, lumbering and farming. Work is abundant and wages high. And notwithstanding the grim resolution with which the people have responded to every appeal from the Government for funds to carry on the war—saving, in many instances, until it has cut to the bone—it has not been necessary to appreciably reduce consumption, save in food products—beef and bacon, sugar and wheat and sundry other essential commodities. Canadians have refused to be stampeded. They know full well that ceasing to purchase domestic products means the slowing down of industry and the closing of factories; and that idle machinery and men can accomplish nothing in the way of achieving victory. War work first and foremost, ships, shells, guns, clothing and food—and then the productive use of every dollar and every man to provide the funds to beat the Hun.

To concentrate thought and energy upon the war to the exclusion of everything else is fatal. In some quarters, to be sure, we are told that peace problems can wait; that nothing matters save conquering the enemy. The implication is, that economic stability now, and future industrial success, are questions of relative insignificance. A half-truth is worse than a whole lie. And such statements are mere half-truths. The ability to stand the tremendous financial strain, the maintenance of a high morale behind the front as well as in the trenches—these are factors making for ultimate success in no less degree than the munitioning and provisioning of our fighting men. The downfall of Russia, the threat through disaffection and weakened resolution among the populace in Italy, prove that beyond peradventure.

England, as in every crisis during its history, has demonstrated the value of its unique practical and political gifts. Even in the midst of the world-shaking struggle the British people have proved their ability to compel circumstances to meet their will. Carrying on the war with implacable determination the United Kingdom has yet found time, at the very height of the crisis, to cooly survey the situation and lay plans for commercial and industrial progress. Mushroom towns, springing up about new war-work centres, have been designed to give long-time service in the days of keen competition that will inevitably ensue after the signing of peace. The Government has spent already £300,000,000 on well built cottages for the workers, and appropriated to the same end a good deal more. Exhaustive studies concerning economic conditions in the great centres of industry have been undertaken, especially of hours of work, the relation of fatigue to efficiency, and housing and sanitation. Funds have been set aside for subsidizing the dye industry and other war-born enterprises. The future fiscal policy of the United Kingdom, the question of markets, of transportation and employment after the war have all been carefully considered by experts. Outworn and obsolete industrial methods and devices have been scrapheaped. With grim resolution the nation is preparing to fight for commercial and industrial supremacy after the war.

Canadian captains of industry have risked much in adapting their plants to meet the new situation created by the exigencies of war. The president of the Canadian Manufacturers' Association at a recent meeting in Hamilton dealt with this very problem—how the nation's industry and commerce may be protected and extended after the war. This requires foresight, capacity and enterprise. And of these three, the greatest is enterprise.

Nevertheless, little can be accomplished by way of preparing to meet post-bellum conditions unless our manufacturers and traders can be assured of markets for their products. While the country's foreign trade will remain important, functioning as the stabilizer or balance-wheel of the economic mechanism, the domestic market will be of supreme value. Here the question is one of employment and prices, double aspects of the same problem. Will prices be such as to guarantee costs of operation, and the necessary minimum of profits, essential to cover risks and reward business enterprise? As already remarked prices are fundamental in the situation.

The phenomenal increase in prices since the outbreak of war has undoubtedly stimulated industry, although it has cut with a double edge. The high cost of production has driven many men out of business, especially in some branches of the publishing trade. Manufacturing and commercial concerns that have met with success have done so by careful organization and by adapting themselves rapidly to meet a new set of conditions in the field of production. Buying as carefully as they may, carrying forward production as scientifically as possible, they have found the costs of production steadily increasing. A sudden fall in prices, with stocks of raw materials on hand and finished products in warehouses, would prove ruinous.

A survey of the factors in the situation at home and abroad, however, goes to show that there will be no sharp decline in prices at the close of hostilities. The two main facts to keep in mind, in studing this problem, are the money situation and the race between production, on the one hand, and waste and consumption, on the other. Let us, then, pass in brief review the outstanding facts.

Economists in general have concluded that an increase in the monetary media of a nation, other things remaining equal, results in a rise in prices. But

other things have not remained equal; there has been an enormous expansion of business and hence an increased use of money and credit. Nevertheless, the enlarged volume of business has not begun to keep pace with the available credit and money; and, therefore, we discover here one of the chief reasons for high prices.

The above is true even when money and credit are maintained on a parity with gold. The upward trend in prices is accentuated to a much greater extent, however, if "flat" money is issued to any appreciable degree. It will be recalled that in July, 1864, when it was perfectly clear that the North would defeat the Confederacy, United States government notes had fallen to one-third their nominal value in gold—that is to say, it took $2.85 in "greenbacks" to buy one dollar in gold. As gold had disappeared from circulating general prices, quoted in terms of legal tender paper, had risen threefold; and that although the American Government had issued, from first to last, only $450,000,000 in paper money. What, then, must happen in view of the present world-wide monetary situation? Of the belligerents, only the United Kingdom and the United States remain on a gold basis, and all have greatly increased their paper money issues. Figures taken from a recent Report issued by the Federal Reserve Board of the United States, disclose the fact that —leaving the United States out of consideration — the Allied Powers have increased their note circulation from $2,812,761,000 in August, 1914, to $15,645,492,000 in December, 1917; while during the same period their gold and silver reserves declined lightly—from $2,314,167,000 in 1914 to $2,235,377,000 in 1917. The note circulation of the Central Powers has increased from $1,124,783,000 to $6,323,480,000, and their specie reserves from $675,633,000 to $680,585,000. It should be observed that many American financiers, even before the United States entered the war, expressed the opinion that a great part of Germany's so-called gold reserves consisted of paper. However, that may be, it is important to note that Austria's gold holdings have been forwarded to Berlin, the Dual Monarchy having become a mere economic appendage of the Father land.

It is evident that it will be long before the Great Powers involved in this war with the exception of Great Britain and the United States will be able to meet their paper money obligations, on demand, in gold. After the civil war it was not until January 1, 1879, that the United States had accumulated sufficient reserves of the yellow metal to resume specie payments—and that although, as already stated, only $150,000,000 in "greenbacks" had been issued during the course of the struggle. In the economic sphere it is only possible to make use of experiments, in drawing deductions, that have inadvertently been furnished by the accident of war or otherwise. The monetary experiences of the Napoleonic struggle and the American civil war go to show that an irredeemable paper currency always makes for high prices. It was, in fact, not until the United States resumed gold payments in 1879 that prices began to fall, hence the agitation by the debtor States and classes for the free coinage of silver, and the non-retirement, by cancellation, of the paper money issued during the war. The European belligerents have outstanding $21,968,972,000 in paper money, and the gold on hand is absolutely incapable of supporting this large volume of currency at par. Therefore, high world prices must follow.

But this is not all. The most recent figures available show that the combined national debts of the belligerents —inclusive of the British Dominions and the United States, but exclusive of Japan—amount to the astounding total of $137,404,000,000. That means for these nations alone an increase in debt of $111,652,000,000. As Mr. Bonar Law recently has stated it will take generations to discharge these huge obligations, which are being added to at the rate of $5,000,000,000 for every month that the war lasts. Without the support of Germany, Austria-Hungary would have long since, economically collapsed; and even so the Central Powers are practically bankrupt. The staying power of the British Empire and the United States, with their resources of material, men and money, guarantee to the Allies ultimate victory, so far as victory depends on economic reserves of power.

It is obvious that war bonds in themselves swell the monetary medium of a nation and hence raise prices. Powerful financial organizations in the United Kingdom settle the balances as between themselves, in large measure, with war bonds. Many minor commercial transactions are conducted by the use of these bonds also. But what is much more important, bonds are deposited with banks to form the basis of loans against which cheques are drawn; and these cheques function exactly in the same way as money. The result is an inevitable and vast increase in the volume of money and credit, a powerful factor in maintaining and even increasing the general level of prices throughout the world.

Limits of space will not permit of our entering into details concerning the other factors and forces that will make for a high level of general prices. This must be thoroughly investigated at some later time. For the present it must suffice to say that the depletion of labour power, of materials, of shipping, the enormous damage done to roads and railroads in Europe, the shortage in the food supply, the diminution of stocks of essential commercial products will all go to keep prices at a high level. There may, and undoubtedly will, be lower prices here and there, but the general level should remain high. If, then, our Government and industrial leaders mature carefully thought-out plans now, to cope adequately with post-bellum conditions, there should be no unemployment either of capital or labour. And only by the efficient employment of both can Canada hold its own in the days of intense industrial competion to come.

Making the Goods Sell Themselves

The Serve-Self idea in Grocery Stores being tried out—Chains of such stores may be established. Some Western Canadian cities like them.

WHAT has been termed a "groceteria" is a comparatively recent innovation in several American cities, and is also being tried out in the Canadian West.

The idea is to equip a store so that customers can wait on themselves, even to the extent of wrapping their own parcels, and carrying them home. The store and stock are so arranged that a customer in going through the store comes into contact with more than a thousand articles of merchandise carried. Each product has every chance to make its own appeal direct to the customer. There is no salesman to influence the purchase. Each brand of goods gets an equal chance. The products of one manufacturer are not pushed at the expense of another.

The originator of the system is said to be Mr. Clarence Saunders, head of a wholesale grocery business in Memphis, Tennessee. He started what he christened "Piggly-Wiggly" stores in Memphis in 1916, and there are now ten such stores in that city. A similar plan is undergoing a try-out in Buffalo by the Larkin Company, large mail-order merchandisers, who realise its possibilities of reducing costs of distribution.

The first "Piggly Wiggly" store was opened in a building that had been successfully operated as a grocery store under another system. The former grocery store did a business of approximately $34,000 in the six months preceding the opening of the "Piggly-Wiggly" store, at an expense of about $5,200. In the same store, with practically the same management, "Piggly-Wiggly" sales for their first six months amounted to approximately $114,000, with an expense of about $3,400. The sales now are said to run $7,000 to $8,000 a week, at a total operating expense of only 3.12 per cent.

"Piggly-Wiggly" stores, wherever found, are conducted upon five fundamental principles to which they owe their remarkable success:

(1) One hundred per cent. display of goods gives big selling power. Customers pass through the entrance turnstile, pick up a basket, pass along a continuous, winding aisle that takes them past and within two feet of every shelf and stock bin in the store.

(2) Serve-self plan gives great speed. Customers do not have to wait their turn for the attention of a clerk, but serve themselves as fast or as slowly as they desire. Every "Piggly-Wiggly" store is laid out, painted, equipped, and goods are arranged with absolute uniformity. The fixtures are patented and manufactured by Mr. Saunders, who sells them to local managers.

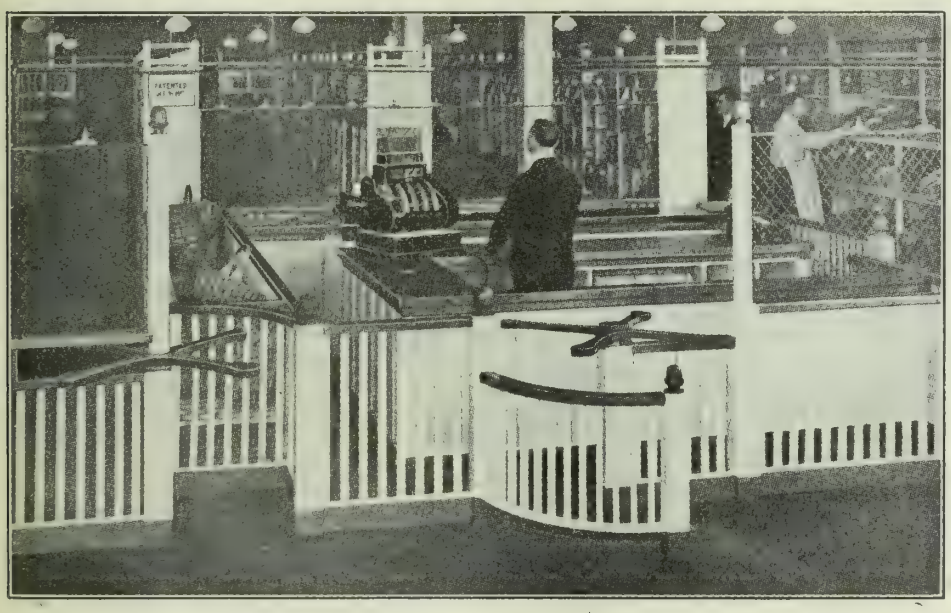
(3) Modern equipment. Everything is up-to-date. They use receipt-printing cash registers, automatic weighing machines, adding machines, and the patented "Piggly-Wiggly" open-display self serving shelving and bins.

(4) Economy of self-service. Order-taking, wrapping, and shipping clerks common to the old-style store are not needed.

(5) Economy of bulk purchasing. "Piggly-Wiggly" stores claim to be able to sell standard merchandise for about what the old-style stores pays wholesale for the same goods. This is accomplished by purchasing in great quantities, by saving in man-power, and by the tremendous volume of business.

Every customer, after going through the four-way, back-and-forth, continuous aisle, hands her merchandise over to the wrapper, who totals the value of the items. The customer then takes the parcel and total over to the cashier. The cashier registers the money and gives the customer a receipt from the cash register.

Patrons of the store take a basket when coming in, if they do not bring one, and after going through a turnstile pass through a series of aisles and before shelves, bins, counters, refrigerators, etc., There is a swinging price tag before each article, and every piece of merchandise is in convenient reach of the customer.



Showing the interior arrangement of the "Piggly-Wiggly" or self-serve type of grocery store. Is this the store of the future?

The first store of the Larkin "serve-self" type was opened in March last. As reported in *Printer's Ink*, it is far from pretentious. It is just a little "hole in the wall" of a two-storey business block in Buffalo. The store front is distinctively painted and the name of the Larkin company appears in white letters above the door. Inside, the duties which would ordinarily fall to a half-dozen clerks, cashiers and bundle boys are discharged by one man; or more correctly there is just one man at work in the store, for the work which is usually done by a staff of employees is done by the customers themselves. They enter through a little gate where stands the manager, cashier, floor-walker and chief salesman in one pair of shoes. They make their way around the shelves where the ready-wrapped goods are piled and pick up what they want. Everything is marked in plain figures. Signs make it possible to find what you want without trouble. The stock consists of what might be termed dry groceries and there is practically everything in this line. If you want a perishable commodity, such as a pound of butter, you simply open the door of an ice box and take it out. If you cannot find what you want you go to the front of the store and ask the man. On leaving the store each purchaser may buy a basket at the cost of five cents, the purchases are checked up and paid for. It is a very simple arrangement throughout.

Up to the present time the company's greatest difficulty has been in getting women used to the new method of selling. When you visit the store for the first time it is borne in upon you how tenderly the American woman has been babied in her buying. She is accustomed to having someone show her the right counter, someone explain the merits of the goods, someone to wrap them up and take them home for her. All she has had to do is to make up her mind, and she even had help with that. At the new type of Larkin stores there is none of this. Friend housewife is entirely on her own resources. She is left to sink or swim in a sea of canned beans, tomato catsup and dried apricots, and naturally she thinks at first she is neglected. If you had visited this store on one of its early days you would have felt sorry for the man in charge. All the women in the place had set faces and each was trying her best to remember she was a lady and to keep from telling him what she thought of him. But this cheerful diplomatist is hopeful. He says it is only the newcomers who are disgruntled, and after they have been in the store a couple of times they have no trouble in waiting on themselves. They even say they like the system. So it will probably work out all right. In fact it is doing so now, for the new store is drawing a crowd and showing a splendid volume of sales at a minimum cost for clerk hire.

A good many authorities in the grocery field are said to maintain that the self-serve store is a fad which just now is having its day. But against this opinion must be considered the astounding success and low operating costs of stores that are running on this basis. If these stores continue as successful as they have been and if the system is extended throughout the country, it will become a factor in distribution to be seriously reckoned with.

Salesman Saves Shoe Leather by Advertising

Guy D. Doud, an insurance salesman of Davenport, Iowa, uses newspaper advertising to get people interested in the theory of insurance and in himself. Then he closes the sale in person. He says he never did expect advertising to actually get orders for him, but he did want to have people say, when he called, "Oh yes, I've been reading your ads." Yet in some cases his ads have brought in actual application, much to his surprise.

His rules are mainly to have a headline that sounds just like a "regular fellow" talks, to use plenty of white space, to stick to the truth, to advertise consistently with fresh copy, and to use his own name as his trade-mark because no one can steal it.

He finds that advertising saves shoe leather, because it paves the way to the extent that one personal call will often clinch and close the sale.

* * *

Big Fairs Co-operate in Ordering Posters

What virtually amounts to co-operation in buying poster art and printing, is not being practised by the fairs and expositions of the United States and Canada. These fairs for long have taken whatever the lithographers had to offer in the way of stock posters. In December, 1916, however, Ray P. Speer, of the Minnesota State Fair, proposed to the American Association of Fairs a co-operative publicity bureau which should engage the best poster art, the best printing art, etc., yet through serving all the big fairs with the same posters could provide the improved designs economically.

A dozen big fairs encouraged his plan, enabling him to start it, and twenty finally subscribed to the co-operative service in 1917. It was so superior to anything that had ever gone before that this year practically all the big fairs are taking the co-operative service. Furthermore, a great number of small country fairs have invited him to give them also a co-operative publicity service. With this backing Mr. Speer is able to buy the best art work and printing, and this season will see the highest class fair posters ever produced, on the poster boards.

Mr. Speer's method is to have one or two posters advertising each of the standard features of fairs, such as aviation, auto racing, agricultural implements, vaudeville, fireworks, etc., These subjects are treated boldly, in flat color effects, by the best poster artists in the country. Mr. Speer believes the effect of better publicity will be to eradicate from the public mind the idea that fairs are "pumpkin" institutions and place them where they belong, as one of the continent's great educational influences.

* * *

Smith, Denne & Moore, Ltd. have secured the Canadian advertising account of the Rubberset Company, manufacturers of shaving brushes.

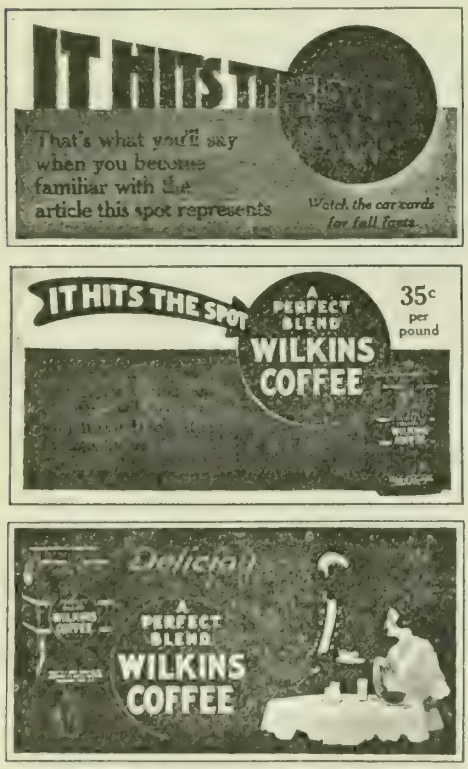
CURIOSITY TACTICS SCORE IN MARKETING NEW BRAND COFFEE

How a Washington packer secured distribution in 500 stores through a cleverly-planned advertising campaign.

Written for MARKETING by R. G. GRANT

HOW modern advertising tactics can secure splendid results for the small manufacturer who wishes to start on a new brand in a single city, was strikingly demonstrated in Washington, D.C., in March and April of this year. The John H. Wilkins Company has been merchandising various brands of Coffee in its home town, Washington, for several years,—but until this year it did not adopt the modern method of pushing its business by means of consistent consumer advertising.

Early this year more aggressive tactics were determined on. It was decided to prepare a superior blend of


IT HITS THE SPOT
That's what you'll say when you become familiar with the article this spot represents
Watch the car cards for full facts
IT HITS THE SPOT
A PERFECT BLEND
WILKINS COFFEE
35c per pound
Delicious!
A PERFECT BLEND
WILKINS COFFEE

Used both as car cards and as direct-mail folders to dealers.

coffee, adopt a new brand name for it and a fixed price per pound, modernize the firm's old package design, adopt an advertising slogan and begin pushing this one brand strategically by means of the most up-to-date advertising methods.

The brand-name selected was simply "Wilkins Coffee". The trade mark consists of a dark circle against which stand out in white the words, A Perfect Blend—Wilkins Coffee". In place of the old-time gingerbready package design, of a drab color decorated with a maze of fine radiating and criss-crossing lines, a simple design in two nicely contrasting broad flat colors was adopted. The paper package for it was not packed in tins, is of a rich coffee color. It is broadly banded with blue, and on each side, in blue and white, appears the trade-mark. Whereas the old package was self-effacing on a grocer's shelf, the new, set along a shelf, attracts attention.

The price determined on was 35 cents, which is low for a first class coffee, even in the U. S., but which the company intended to make up for by means of rapid turnover engendered by publicity.

Direct-Mail Campaign to Grocers

Plans for the publicity campaign which should introduce the new brand to Washington's busy populace, were completed early in March. The campaign began with a direct-by-mail campaign to the retailers of the city. This dealer-campaign by an ingenious plan, utilized not only the same general idea but the same color plates and copy that were to be used later on in the consumer campaign in the street cars. That is, exact reproductions of the car cards, but on medium weight paper which could be readily folded, were used as the basis of the first three mailing pieces. Folded once each way, the car-card design became the centre spread, leaving four white spaces on the back, two of which could be used for an additional printed message and one for the address and stamp.

How this campaign went about delivering its appeal, which was initially to curiosity, cannot be better explained than by quoting the first circular in full. On opening the first fold the dealer was confronted with the words: "Thousands will wonder what it is all about. After they find out they'll buy and become steady customers for you. Meanwhile we are going to get them all worked up about something you sell on quantities every day. We'll tell you all about this mysterious advertising soon. See Street Car Card on Inside. It will be before 450,000 people every day soon, and there are more to follow."

The card itself, in red, yellow and black, featured the newly adopted slogan of the company, "It Hits, the Spot!" This slogan literally aimed across the card at a great black spot, the exclamation point centering in the spot itself. In the smaller text it continued, "That's what you'll say when you become familiar with the article this spot represents. Watch the car cards for full facts."

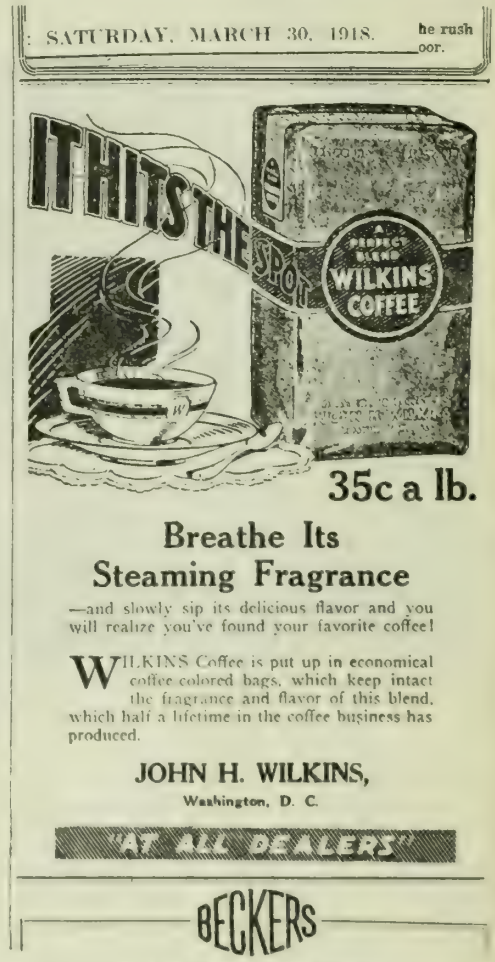
The dealer folder which has so little reading matter, so boldly displayed, and in attractive colors, is very apt to be examined, especially when the attack on the curiosity is so outstanding.

The address side of the folder, by the way, contained a large red spot with a question mark inside, and the words "The Mystery of the Spot". Similar spots on the succeeding folders identified them as follow-ups on the first, at a glance.

The second folder consisted of the second car card, the big spot now containing a question mark and the admonition being "Watch the Spot". It still left the dealer in the dark though it informed him that all the 450,000 people who ride in Washington cars use the article that "hits the spot".

The third card continued to carry the big black spot and the question mark, but stated in big letters, "Your Grocer Knows—all about the article this spot represents". The grocer was further told, "The Mystery will soon be solved."

With the way thus paved for the trade announcement, the next folder,


SATURDAY, MARCH 30, 1918.
he rush
oor.
IT HITS THE SPOT
A PERFECT BLEND
WILKINS COFFEE
35c a lb.
Breathe Its Steaming Fragrance
—and slowly sip its delicious flavor and you will realize you've found your favorite coffee!
WILKINS Coffee is put up in economical coffee colored bags, which keep intact the fragrance and flavor of this blend, which half a lifetime in the coffee business has produced.
JOHN H. WILKINS,
Washington, D. C.
AT ALL DEALERS
BECKERS

One of the newspaper series.

when opened proved about twice ordinary size, and contained a complete announcement of the new product and the publicity campaign which would introduce it. The three car cards were reproduced in full colors but smaller, and the fourth, which should divulge the mystery was also shown. The black spot became the circular blue and white trade-mark of the new product, the package was shown in colors, the price, the slogan again, and the text said, "This is what you folks who enjoy a good cup of coffee will say after you have tried this famous blend. Any grocer can supply you."

Another page of this folder showed the newspaper advertisements which would begin simultaneously with the fourth car card, the opening blast being a full page with about one-third of the space for giving dealers' names. Still another page showed a window display, store hangers in full colors and a reproduction in large size of the handsome package.

Increased Distribution Ten-Fold

It is not surprising that a projected campaign so strikingly announced to the trade made an impression. Furthermore, there was a real "hook" in the final folder, since the page newspaper advertisement was to publish dealers' names. The consequence was that the order postcard attached to this folder came back in quantities and was well supplemented by phone orders. The company had distribution in about fifty Washington retail stores when the campaign started. This initial advertising drive supplemented by consistent work since has increased this distribution just about ten-fold. That is, out of 1800 prospects in the city the company has 500 customers.

It should be said that the company originally expected to launch its campaign a little earlier in the year, and that it was feared the delay, bringing it down to the eve of summer would prove a handicap. But the enterprising campaign secured what were considered highly satisfactory results despite the tendency of coffee business to become slack in the warm months.

Salesmen not Needed

The company has had such phenomenal success with securing orders by mail and phone as a result of its direct by-mail matter to grocers that it is not now using salesmen at all. The company finds that the average grocer does not procrastinate in the matter of taking the initiative and ordering himself, when a proposition appeals to him. Its publicity is being consistently maintained, and another special drive for new customers will be made this fall, when the company hopes to at least double its present distribution. Later on it is quite possible that the business will be extended to other cities.

This campaign was, at its start, and has been since, representative of the best in American advertising methods. The car campaign had had striking unity because of its adherence to a color scheme, its use of a dominating, dark colored circle from the start, its repetition of the slogan and of the package design. These same assets, with the exception of color have lent unity of design to the newspaper advertising. Store hangers, in place of the yellow and red of the car cards, have used green as a background color. These too, as well as the window displays, recommended to grocers, have featured the trade-mark and the package design, —so that the entire campaign has possessed unity and been recognizable at a glance.

Washington, incidentally, was an excellent city for the campaign. Washington retailers have had the lesson of co-operation drilled into them for years by the very aggressive newspapers of the city as well as by national and local advertisers. The grocers consequently understood the value of tying up with advertising by means of store and window displays. Many of them took advantage of this campaign to tie up to the limit with it.

The plan of using street-car card copy in original colors as advance trade mailing pieces may have been used before, but not to the present writer's knowledge. It is an excellent idea for at least two reasons. It is economical because it uses the color plates for two purposes instead of one. It results in a convenient sized mailing piece yet guards against too wordy copy—as the page-spread design cannot afford to be wordy being a reproduction of a car card which must be read from a distance.

HUMANIZING BANK ADVERTISING

One man's ideas of how a bank should be advertised

By EDWARD DREIER

MOST of the Banks in Canada are now using space through the local branches in the small town papers. A few of them are using space in some of the papers and magazines of general circulation. The space is being filled with statements and assets and liabilities, except in very few cases where the managers believe in the personal appeal.

My first suggestion in the handling of these campaigns would be to utilize this space in human interest copy, making it educational. In this space I would show the public why the banks should be used; I would show the value of a cheque book; teaching the people to pay by cheque—using the cheque as a receipt for all bills paid. The ordinary man is very careless about any receipted bills he gets and many cases are known where the bills have had to be paid twice because receipts could not be shown.

The pass book issued by the bank would act as a rough accounting book, showing the depositor the amount of money paid in and drawn out. I would show the value of the cheque system for paying accounts in any part of the country by means of marked cheques.

Other ads could be worked up on "The Bank as a Clearing House" for cheques received by the depositor; others showing the value of the Bank as a credit reference and then, the convenience and safety of banks.

In all these ads one corner could be given up to the latest statement of liabilities and assets, under the heading "Watch Us Grow". The copy for these ads should change once a week or even with each insertion, and should be illustrated in such a way that they will reach the people at once as something absolutely different from other bank advertising.

My second suggestion would be a series of mailing pieces to be sent out by the local bank managers to people in their districts who do not have accounts. These would be personal talks to the individual bringing to his attention the reasons why he should use the Bank—no matter how much or how little he wished to put in.

Farmers in most small localities are rather backward about going into Banks because the Banks are usually considered so formal and conservative.

The bankers in many districts in the United States have found that their places of business must be very much on the order of the local store and the patrons must be made to feel just as much at home in the Bank as they do in these stores. The only difference is that the Bank has to sell a service instead of a commodity.

In this educational campaign to the individual the line of copy to be used would be an appeal to the man or to come in and get acquainted and to use the Bank as a clearing house. The Manager of the Bank would have to be a mixer and be able to get out and meet these farmers and other individuals and talk about their local conditions in an intelligent manner.

My next suggestion would be a campaign to the children of the schools worked with the approval and co-operation of the local school boards. This campaign would have to be written entirely from the child's standpoint, showing the child how by saving he, or she, could buy many things that he, or she, wanted later on. It would be my suggestion that the Bank furnish little nickel steel banks. This campaign of course would have to be worked in conjunction with the foregoing one to the parents.

It has been found in other places that when the attention and interest of the children has been secured, deposits have grown because they have pestered, if I might use the word, their parents until they got the little banks and started their own savings accounts. The time for taking these small banks to the local branch to have them opened and the money deposited is quite an event for the child and either father or mother will have to go along. This brings the older people in direct contact with the Bank and its workers, and they get the habit of going to the Bank and *its environment makes them* want to *save money.*

My next suggestion, which is probably the biggest one, is for a house organ to go to the managers and clerical force of all the branches. This house organ should be about 4 x6 inches in size and should contain about sixteen pages. It would be the clearing house of ideas of all the banks and would contain not only the ideas which are being worked by the branches of the Bank, but ideas which are being successfully worked all over the world.

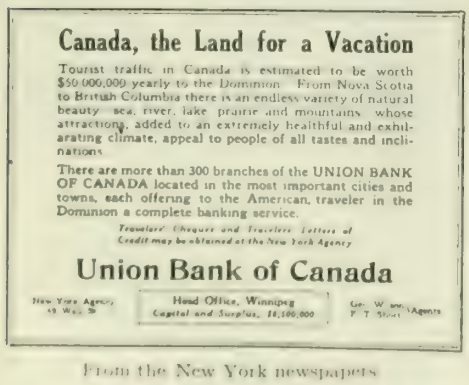
The ordinary bank clerk is a very cold proposition and he must be taught that to sell the kind of service he has, he must warm up and get his clients' confidence. He must be taught that the work he is doing is not routine and that there are a thousand and one interesting things in it if he will only look for them. He must be shown that he should know intimately the business of every one of his depositors and he must be able to make suggestions and give advice when called upon to do so.

In this house organ, which should be issued once each month, there should be suggestions such as I am giving below little true stories of banks and banking.

In a little town in Northern Wisconsin, there are two banks, which I will call the Old Bank, which is the older of the two, run by a conservative management, and the New Bank, which is run by a man whose idea is that he has a big service to sell and the only way he can sell it is by mixing with the people. When this bank started, the people said that it would fail because the other bank had all the business and would always hold it. The first thing that the Manager of the New Bank did was to get hold of the local stock buyers and to them he put up the proposition that he would issue once a week a stock report to all the farmers in the district telling them that they could call the bank at any time for a report on the local stock market and that prices would be given. He showed the farmers how that they would not have to call the different local buyers to get the prices being offered because these buyers were hardly ever in the offices, but that the Bank could be gotten on the phone at most any time of the day. Of course the local stock buyers saw the value of this and approved of the plan and changed their accounts from the Old Bank to the New Bank. The reports went out every week and the New Bank became the clearing house for all the stock cheques which were paid. To make the Bank more interesting to the farmers this Manager secured from many points in the United States and Canada, samples of grains and other produce and had a display. This brought more farmers to the Bank.

This Manager was wise enough to know that the women had a great deal to do with the depositing of money, and so he showed samples of canned goods, preserves, etc., and every once in a while he would have a display of needle work made by women in that district. It got to be so interesting that he attended all the Fall Fairs and meetings of the local Agricultural Boards and gave talks on finance. He later on became instrumental in starting a local weekly market and to-day the New Bank is the leading bank in the town, simply because the Manager made a human proposition of the banking business.

Then another case of a bank in Illinois, where a banker decided that if he could get the children of the schools to deposit their money in his bank, especially the children of wage earning parents, he would get these wage earners to come in once a week and deposit as much of their savings as they could, so he piled his windows high with little metal banks and each day he had new cards in the window appealing to the children to come in and get these banks making a deposit of $1.00. In a few weeks he had opened over 400 new accounts with children and over 100 with the parents of these children. He began to teach these parents that they should deposit most of their pay envelope and pay all their bills by cheque.


Canada, the Land for a Vacation
Tourist traffic in Canada is estimated to be worth $50,000,000 yearly to the Dominion. From Nova Scotia to British Columbia there is an endless variety of natural beauty—sea, river, lake prairie and mountains, whose attractions, added to an extremely healthful and exhilarating climate, appeal to people of all tastes and inclinations.
There are more than 300 branches of the UNION BANK OF CANADA located in the most important cities and towns, each offering to the American traveler in the Dominion a complete banking service.
Travelers' Cheques and Travelers' Letters of Credit may be obtained at the New York Agency
Union Bank of Canada
Head Office, Winnipeg
Capital and Surplus, $8,500,000

From the New York newspapers

FARROW'S BANK LTD
EVERY DESCRIPTION OF JOINT STOCK BANKING TRANSACTED
What better record can be imagined than a cheque counterfoil which affords a permanent statement of all payments made in the exact order in which they are made.
A Drawing Account with Cheque-Book can be opened by any responsible reader of this Magazine
The Value of £ s d
The strength of Britain—its power to endure—lies in its FINANCIAL RESOURCES
Everyone who economises and opens a banking account helps to render the Empire safer
FARROW'S BANK LIMITED
1 CHEAPSIDE, E.C.
STABILITY
By cheque is the safest form of payment and the "counterfoil" provides a complete record of all payments made
A DRAWING ACCOUNT with Cheque Book can be opened by any responsible reader of this Magazine. Interest is paid where approved credit balances are maintained
FARROW'S BANK LTD
Head Office
1, CHEAPSIDE, LONDON, E.C.
BRANCHES THROUGHOUT THE UNITED KINGDOM

Away from Home
FARROW'S BANK LIMITED
1, CHEAPSIDE, LONDON, E.C.
When you are away from home—at camp or in one of the various theatres of war—you will find many occasions upon which you will desire to transfer sums of money either to relatives, or to tradesmen, or in respect of Insurances, Mortgages, etc. The most convenient way to transmit such monies—and the method the Government would prefer you in the Country's interest to adopt—is to pay by cheque. Payment in such manner helps to conserve the Country's gold and materially assists in the successful prosecution of the War.
Open a Drawing Account.
A Drawing Account with Cheque Book can be opened by any responsible reader of this paper. 2½ per cent. interest is allowed on approved credit balances. Open an account also for your wife's convenience. Write for particulars.
FARROW'S BANK LTD
Head Office: 1, CHEAPSIDE, LONDON, E.C.
BRANCHES THROUGHOUT THE UNITED KINGDOM

Some advertisements submitted by a English reader of MARKETING in connection with the comment on the Home Bank advertising in a previous issue.

At the end of about eight months he had these people saving more money than they ever thought they could save before and these accounts were gradually growing. He never stopped after he got the people coming to him, but he kept them interested all the time with little enclosures and with form letters showing them how they could continue to increase their deposits. In doing this he made many of them better employees for the companies they were working for and in this way they secured more rapid advancement.

Another Bank decided that the women should have special attention and so they showed her how she should have a special account of her own for her poultry and dairy money. This bank manager attended the local markets twice a week and had one of his clerks leave folders with attached return post card at the stalls, so that the women could write in for further information as to how they might open an account.

A bank down in Ohio decided that the bulk of their business would come from the farmers and as they had over half a block of vacant property adjoining the bank sheltered on all but one side by other buildings, they decided to use this as a parking place for farmers' rigs and invited the farmers to drive in every time they were in town. The manager of this bank held open house to these farmers at all times. He studdied their problems and got so that he knew most of them well enough to call them by their first name. Of course he increased the business.

Another banker down in Kansas decided that the one big way that he could increase his bank business was to know the conditions of every farmer in his district. So he started a card system and in many ways secured the information that he wanted. The number of acres that each man had; whether he owned it or how much he owed on it; the value of the property; the number of different animals he had and the general condition of his business, especially the crop condition. He could figure out from these cards just about how many hogs the man would have to sell in the fall; how many bushels of grain he would be able to sell and just about what he would make on the sale. He kept in close personal touch with this system at all times and just before the farmer was to market his stock of grain a personal letter would go out telling him of the banking system and winding up with an appeal that the money be deposited in the bank as a checking account.

These are just a few of the many different ideas which could be worked into this house organ each month, taking the managers away from the old conservative idea of banking and teaching them that they have something to sell just the same as any merchant and the merchant has to hustle all the time and use advertising and selling to make his business a success. The banker will have to do the same thing in the small towns to make banking the big success it should be.

Use Jobbers as Order-Takers

TEXAS honey producers, since they organized a co-operative marketing association a year ago, have been using the grocery jobbers of Texas in a rather unusual way. The jobber sells the honey to the retailer but does not handle or deliver the product. The honey is shipped direct to the retailer from the association's various shipping points. This eliminates much breakage, leakage, rehandling charges, etc. It also relieves the jobber of advancing any money on shipments, of storing the honey, and of a great deal of book keeping.

Texas jobbers are so enthusiastic over the business-like methods of handling honey under the new plan that many have offered to buy stock in the producers' association and thus help to insure its continued success. The association has really brought order out of chaos, so far as the Texas honey industry is concerned. Honey is now making money for all concerned, whereas, a hear ago, everybody connected with the industry was discouraged.

MARKETING MILITARY APPAREL

How a leading U. S. clothing manufacturer tunes his advertising to the needs of the times
An example of splendid co-operation with dealers

Written for MARKETING by B. ELKAN

PROBABLY the most extensive advertising that has been done to the military man by a clothing manufacturer is that of the House of Kuppenheimer, one of the largest United States manufacturers of men's clothes. It is typical of United States campaigns that have effectively introduced and followed a war-time note.

Since the United States entered the war the House of Kuppenheimer, Chicago, has been "following the camp" with advertising, featuring officers' uniforms. Magazine, newspaper, bill-board advertising, moving picture slides, direct pieces of advertising, have sought out the military man in the cantonment or camp or in his home town. It is interesting that this advertising has operated without disturbing in any way the company's regular campaign, that it has been a feature of that campaign rather than a separate campaign by itself, and is serving to bring wider recognition and further prestige to Kuppenheimer civilian clothes, as well as producing business in military clothes.

Advertising at Right Time and Place.

The company places copy in newspapers in a large number of cities and towns, and in several of the big national weeklies during the months when clothing buying is heaviest. During the past year this copy has frequently been military in character and has mentioned officers' uniforms, even though it featured civilian clothes. In newspapers in cities near camps or cantonments—Los Angeles; Kansas City; Houston, Texas; for instance—large copy devoted exclusively to officers' uniforms has appeared at the close of the officers' training camps, so that the newly commissioned men could be reached at their new posts. Also around this time full page copy in the national weeklies has featured officers' uniforms.

In the meanwhile the local dealer has been supplementing this campaign with advertising supplied to him by the company. He receives copy and cuts regularly for his newspaper advertising; posters for bill-boards; slides for moving picture theaters; booklets, folders, letters to be mailed by him to his customers. Dealers in towns near camps or cantonments receive bill-board posters advertising officers' uniforms, special copy for the camp newspaper and for the local newspapers, and special moving picture slides. The direct pieces of advertising are also devoted exclusively to the military man and his dress requirements. The letters intended for the dealer to mail to his customers are usually prepared for different classes of buyers; one will be addressed to farmers, one to business men, etc. Of course the dealer in the camp town receives a special letter for the military man. The dealer secures a list of commissioned men from the camp commander, and mails the letters, folders, etc., to those names.

The copy and cuts supplied the dealer for his newspaper and other advertising are the same used in the national campaign. Hence the dealers advertising and the company's are identical in appearance and content, and the local campaign is part and parcel of the national. Of course the dealer's advertising features his own name and calls attention to his store as the store for Kuppenheimer clothes.

Reproduction of one of the folders to dealers, the illustration appearing in full colors on a black background, tipped on the folder-stock. The highest-class printing characterizes all Kuppenheimer advertising.

"Over-the-Top"
Officers' Trench Coats
A trench coat that answers the combined requirements of a raincoat and a light-weight overcoat, is a prime requisite of every officer abroad. It's specified by the war department for overseas service
THE HOUSE OF KUPPENHEIMER
has further enhanced its reputation as being the foremost makers of military uniforms in developing the "Over-the-Top" light-weight trench coat.
Viewed from the angles of dashing military smartness, utility, official correctness and durability, the "Over-the-Top" trench coat leaves nothing to be desired. It truly becomes an American officer and gentleman
The great feature of the Kuppenheimer "Over-the-Top" trench coat is a special rain-rubberized interlining which is guaranteed water-proof, wind-proof and dust-proof, and that will not deteriorate in dry cleaning; in addition, it has a special detachable lining of heavy wool fleece which is easily removed or replaced when desired, as recommended by the war department
"Over-the-Top" trench coats come in two models, regular shoulders and raglan with back cape
Price $50
FRANKEL'S

One of the newspaper advertisements furnished to dealers

New Clothing Stores Established in Camp Towns

New military clothing stores have been opened in cities and towns near camps and cantonments by the large department and clothing stores throughout the country. Thus the needs of the military man can be met right in the camp town. The company is reaching the camp town dealer through the trade journals, and by special folders, circulars and other direct advertising stimulating his interest in the company's lines of military clothes.

Copy is Appropriately Dignified

Dashing officers—creations of an eminent magazine illustrator—lend appeal and atmosphere to the military clothes advertising. The text is dignified in character, as is the lay-out and general appearance of every piece of copy, whether it be a bill-board poster, a moving picture slide, a circular, or magazine or newspaper copy.

Much of the advertising not devoted to officers' uniforms is, nevertheless, military in appearance, the illustration showing a military parade, or an army camp scene, while several lines of the text may announce that the company specializes on military uniforms. The emphasis in all Kuppenheimer advertising is on quality and the company's long established reputation. The quality appeal is of course especially befitting in the military clothes copy.

Regular Lines are Benefited

With this comprehensive campaign, it is evident that copy is reaching the army man in his home town as well as in the camp or cantonment. Also, it must be considered, that a good number of non-commissioned men, as well as officers, buy their own uniforms, and are reached through this advertising. Doubtless some of these buyers, both officers and non-commissioned men, never before bought ready-to-wear clothes, and they are, therefore, a source of entirely new business.

But another and equally important value of the military clothes advertising is its beneficial effect on the company's general business. The military man in a sense is setting the style in dress; the civilian is glad to accept his standard of style and quality. The company's advertising reminds the civilian that Kuppenheimer clothes are worn by the army officers, and the fact is becoming indelibly impressed on his mind. Besides, military illustrations in copy attract and hold the attention as no others do. So the company's advertising addressed to the military man has a pulling power beyond that of its direct aim. It is bringing further prestige to an old established reputation for high quality goods, and is paying a dividend in general good will, as well as in direct results.

COMMENTS ON CURRENT COPY

We asked one of the foremost authorities on the Continent how Canadian advertising copy could be improved, and beginning this month, he will tell us. Subscribers may submit copy for comment.

By S. ROLAND HALL
Author of "How to Write an Advertisement"

Editor's Note. This is the first of a series of articles by Mr. Hall, reviewing current Canadian advertising copy. No one on the American continent is better equipped to offer constructive, helpful suggestions dealing with the preparation and display of advertisements. Mr. Hall has had a long and intensive training as a teacher, writer, lecturer and critic — and has made good, substantially. We believe the outside viewpoint of so capable a critic will prove valuable to those responsible for the copy appearing in Canadian mediums.

ADVERTISING must serve.

This is a truth that is being brought home sharply to the men and women engaged in advertising work and living in the two great countries of North America. Generally speaking, advertising cannot justify its continuance on a large scale unless it does serve. It must spread information and spread information of the useful sort. "Spreading information" is a simple, broad definition of advertising and yet a definition that many have not recognized. A common conception of advertising is that it is merely extravagant claims of one brand of goods as opposed to another—an idea that is helped along by considerable of the advertising that appears.

But, right now, when our governments are using advertising methods to spread a great deal of essential information, is a good time for every advertising man to see what he can do in the way of introducing serviceable information into his plans and copy. I am glad to say that the product which engages most of my attention is one on which a great deal of useful information can be disseminated. There is little to be said about the difference among brands of Portland Cement but a great deal to be said on how to use cement.

I have been looking over a number of Canadian publications to see how many advertisers have adopted service as the keynote and how effectively the idea has been carried out.

The advertisement of the Canadian Potato Machinery Company is pleasing. There is a type of critic who would say that there is entirely too much of the copy—that the appeal should have been on the concise poster order. I don't think so. The heading is pertinent and clear and is certain to attract the favorable attention of readers interested in potato-growing. The illustration and headings liven up the message and the advertisement is one that is more than likely to hold the interest of the people it was aimed at.

POTATO GROWERS!
Kill the Bugs—Stop the Blight
OK Canadian 2-Row Sprayers
$30
OK Canadian 4-Row Sprayers
Don't be caught without this Time Saving and Necessary Protection
CANADIAN POTATO MACHINERY CO., LIMITED
GALT ONT

Fall Wheat Season 1918
To get the maximum production, it is absolutely essential to use Fertilizers, and the most economical kind to buy is
SYDNEY BASIC SLAG
If our goods are not being sold convenient to you, why not take a carload of twenty tons and take advantage of the lowest rate of freight? You will need a few tons yourself and the neighbors will help you out with the balance. The best proof we can give you as to the value of Sydney Basic Slag is that the sales for Fall Wheat in 1917 were 6,242 tons, as against 230 tons in 1913, the first year of its introduction.
Drop us a line and let our man call on you.
THE CROSS FERTILIZER CO., LIMITED
Sydney, Nova Scotia

The Sydney Basic Slag appeal is also timely and is a good example of the nice plainly set advertisement that affords a relief from the mass of advertisements that indicate a lot of effort on the part of the art man and the engraver. The typographic man would say at once that there ought to be more text between the two main displays in order to have the best balance, and the criticism would be justified, but this fault is not very serious. The first display "Fall Wheat Season 1918" is direct, though my preference would be for a more suggestive heading such as "For Better Fall Wheat." This heading, read with the other display, would give a complete message to the casual reader. Many advertising men construct their appeals for two classes of readers those who may just glance at the advertisement and pass on and others who can be induced to give it a full reading. When the displays are so phrased that they themselves make a complete message, the advertiser has that much greater chance for his money. It seems that the copy of the Basic Slag advertisement could have easily given more details of what Sydney Basic Slag is. It may be true that most farmers will know but it is not safe generally to assume that readers know all about even the staple products. Those who know will not be insulted by having the simple facts related again. Besides, there is always a new way to dress up old parts and make them attractive.

The Benson's Corn Starch advertisement is like thousands of general advertisements in that it looks fairly well, reads smoothly, and all that, and yet fails to deliver an interesting message. We advertisers would probably shudder if we always knew just what percentage of advertising slips by with most readers barely noticing it. If this corn starch really gives lightness and flavour to homemade War Bread, what an opportunity the writer missed in not giving directions as to how to do the thing. Nothing of much interest or service is conveyed when we tell women that "It's An Honour to be a Good Cook," but the headline of "Gives Lightness and Flavour to War Bread" would have a strong appeal. Woman's interest in recipes make such ideas always in order as a part of food advertising. I'll bet that if a woman had written the Benson advertisement she would have thought of that at once. It is a common thing for the one good point of an advertisement to be concealed away down in the text. Bring it out in the headline.

IT'S AN HONOUR TO BE A GOOD COOK
To be able to feed the family well and economically, is real war work.
BENSON'S
CORN STARCH
is of vital importance to the good cook. It is the foundation of dozens of every-day desserts—gives lightness and flavour to homemade "war bread"—makes far smoother gravies and sauces than flour
Be sure to get BENSON'S—famous for quality for more than half a century. Manufactured by
THE CANADA STARCH CO. LIMITED, MONTREAL

The writer of Dunlop's Tires advertisement evidently had service in mind when he began, for "Long in Service" is made a display, but the message is flat, both in text and display. The entire copy is set in a display style and everything is underruled. Under-ruling is often a decided help to a display, but it is hard to understand what either

the advertiser or the printer who set the copy was trying to achieve when underscores were used for everything. This advertisement, from the text point of view, might well be called an example of "assertive copy." Dunlop's Tires afford the greatest safety and the greatest mileage just because the advertisements say so, which is about as convincing as the statement that more people buy these tires just because they have to buy them less often. I'll admit right off that it is probably a hard job to write automobile tire advertising that is distinctive enough to make an impression on the automobile-owner's mind, but surely there is some point about each manufacturer's product that is distinctive and that can be made a feature in all his advertisements. I am an automobile-owner and I buy tires, and I know from experience in buying that this kind of tire advertising doesn't get very far. Tire advertising ought to be of the "reason why" style.

Bauer & Black, Limited, give us a fine example of service advertising in their message about Adhesive Plaster Tape. They tell about a lot of practical uses and illustrate these. Perhaps we could have figured out some of these uses without any one giving us a hint, but it is effective publicity for the advertiser to think and search for

these things and to present them attractively. As a matter of fact, this advertisement reminded me how I could fix up a garden-hose to make it last through this season, and I bought three spools of the tape with which to do the trick. The Manufacturers of "3 in 1" Oil a year or so ago conducted a contest in order to discover all the uses of their product and learned, in that way, of many uses that they hitherto hadn't heard of. They were then able to present these uses to the public in interesting fashion.

If the advertiser's product is one that will give valuable service in this day when the world's resources are taxed, he can hardly go wrong in spreading information about such service in his announcements.

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"Bargains" Not Good Advertising

TOO many merchants, and too many newspaper advertising men, especially in the smaller cities, look upon a retail advertisement which fails to offer "bargains" as a poor advertisement, declares the Associated Advertising Clubs of the World in a recent bulletin, calling attention to the fact that city stores which are getting away from the bargain appeal are rapidly becoming the leaders in their communities.

Even when the price reduction is truthfully stated—and the truth-in-advertising advocates hold that bargain advertising promotes exaggeration—the public sometimes refuses to believe the statements, and this often applies, even, to stores of high repute.

In support of this contention, William P. Green, the newly appointed secretary of the vigilance committee, cites the case of a Detroit store of high repute which advertised parasols which had been $5, for 98 cents. The reason for the sale was that the handles of the parasols were brittle, but nothing was said about this in the advertisement.

Following the announcement of the bargain, four of the seventeen remaining were sold.

The store tried a new tack. It advertised the parasols again in just the same manner, except it frankly told of their defect. The advertisement suggested that though the handles were brittle, the parasols were attractive and should, with care, last a long time.

In the meantime, two of the four which had been sold on the first occasion had been returned. The women demanded their money and it was returned, even though the department manager felt they had no right to the money under the circumstances.

Following the second advertisement, all the rest of the parasols were sold. None of them was returned, for the customers had bought them with their eyes open.

This case illustrates the fact, that intelligent people will not believe that a merchant is selling a $5 article for 98 cents unless they are told the reason for the reduction, and the committee contends that the elimination of bargain advertising altogether is better practice, pointing out: "That there is far too much bargain counter advertising in newspapers, due to a mistaken impression on the part of many stores that it is necessary to secure results," is the keynote of recent articles in trade magazines. The damage resulting to advertising as a whole, especially the fact that some concerns refuse to advertise because of the questionable practices resorted to by their competitors in the use of newspaper space, is decried. It is pointed out that it is unnecessary to *adopt the ideas* of the trickster in order to *get results in competition* with him as an advertiser. Stores which follow an ethical standard not only find advertising successful but at the same time they are performing a signal service in the fight for honest copy.

"In Chicago, for example the stores which *do not use comparative* prices set the gross sales standard."

The best kind of retail advertising, the committee contends, is that which makes permanent customers, rather than that which merely makes sales. Bargain advertising prompts the production of shoddy merchandise and promotes slip-shod merchandising methods.

Advertising which accomplishes the most, as has been proved by the experience of leading stores, is that which tells about the goods and minimizes the price appeal. The price of an article is soon forgotten; the article is often long-remembered. As in the case of the parasols in Detroit, a customer, even though of the bargain hunting class, is nevertheless disappointed if the bargain fails to live up to expectations.

A store which features bargain sale advertising all the time is in danger of establishing itself in the minds of the people as a good place to go when they want cheap stuff, while there are better profits, as well as the promise of a longer merchandising career, for the store which merely advertises good values and fair treatment to customers.

Tell more about the goods and feature the price less—that sums up the advice which the advertising association is giving merchants and in communities where there are advertising clubs, and where the local business man has the constant advice of advertising men through the operation of local vigilance committees, a large number of retailers are making that discovery.

❦ ❦ ❦

Advertising Agents Sued by J. J. Gibbons

SUIT for unstated damages has been entered by J. J. Gibbons against the Canadian Association of Advertising Agents and a number of individual members for "wrongful dismissal" from membership in the Association.

The trouble arose out of differences over the distribution among the agents of the press advertising appropriation for advertising the forthcoming Victory Loan. It is said that Mr. Gibbons was not satisfied with the share of the work and fund apportioned to his agency and accordingly, at one of the agent's meetings "withdrew" from participation in it. The circumstances evidently gave the other members to understand this as a desire to withdraw from the Association, and his "resignation" was accordingly placed on record. After a Committee had failed to get Mr. Gibbons to reconsider his "withdrawal" the "resignation" was accepted. Plans for handling the work were thereupon readjusted, leaving the Gibbons agency out of it, whereupon notice of suit was served upon the members.

This is only one of the incidents which serve to condemn the present arrangement by which the apportionment of the Victory Loan advertising fund is left in the hands of those who are to share in it.

Marketing
and Business Management

MONTHLY MAGAZINE OF CANADIAN BUSINESS
With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 5th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

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WHICH IS BETTER?

To have the planning and buying of Victory Loan advertising in the hands of men who, as shown elsewhere in this issue, are mainly animated with a desire to buy as much space from themselves as their rather elastic consciences will permit, and get as much for it as their wire-pulling, bull-dozing tactics make possible.

Or to have all Government advertising, including Victory Loan campaigns, placed under the direction of a representative, disinterested, committee of experienced advertisers and business men who would share in no way in the division of the funds spent, and who would be capable of deciding how much should be spent and seeing that it was spent both carefully and efficiently.

Which is better? The answer is found in the fact that the one way of marketing a war loan cost the Government of Canada proportionately forty times as much as it cost the United States Government to market their loans the other way.

* * *

BOG-BUILDERS

This is the way Herbert N. Casson describes a certain type of business man. He creates a large business on bad foundations, he says, so that he is soon up to the neck in his own troubles.

These bog-builders never plan. They never appreciate organization. They want to do everything themselves.

Invariably, they are men of tremendous energy. They work—Heavens, how they work!

They do not spare themselves. Neither do they spare their employees.

They are always busy. They have no time for thought. They have no time for anything except to be busy with the fussy worries of the day.

Almost always their troubles increase. They get deeper and deeper into the mess. At the last, just before they are completely covered up, their energy is prodigious.

They think they are business builders, but they are not. They are only BOG-BUILDERS. Nothing that they do is well done.

These men invariably sneer at new ways of getting things done. They scoff at lectures and books and those who offer suggestions.

They are too busy—too busy at their Slough of Despond. You know the type. They are everywhere—BOG-BUILDERS.

* * *

READING BUSINESS LITERATURE

"I owe more to business books than I can ever estimate" says a business man quoted in the Efficiency Magazine, "both for their financial results and for the mental exercise and enjoyment."

"A man who wishes to enter one of the learned professions will spend £1,000 on educating himself for the work; but business men as a class have very little belief in the power of business books to assist them.

"We can learn much from the professional men in this respect, for the reason that business is much more than buying and selling.

"Business to my mind is the most interesting study in the world; and the purpose for which business books are written is to help in the industrial advance of mankind.

"I can imagine no worse state for a man to be in, than when he thinks that his business is not capable of further expansion. It is his plain duty to the next generation, as well as to himself, to attain the highest possible standard of success; and this he can only do with the help of books."

* * *

AN INJUSTICE

The failure of the Finance Minister to avail himself of the services so generously tendered by Canada's leading advertisers places the advertising men of Canada in an unjust position before the advertising interests of Canada and Great Britain.

It is made to appear, by reason of the arrangement effected for handling Victory Loan advertising, that Canada's publishing and advertising interests are unwilling to co-operate in insuring the success of the Loan without exacting their "pound of flesh." This is in such striking contrast with the record of self-and-money-sacrificing service rendered by advertisers and publishers in the United States and England as to force feelings of shame at the self-seeking, money-grabbing, slacker spirit which it is made to appear is displayed in Canada.

It amounts to a grave injustice that Canadian advertising interests have not been permitted to enter the work on a different and less selfish basis—and it is well that it should be generally understood that their failure to play their part as it has been played in other countries is not due to unwillingness on their part to contribute what they can mainly for the satisfaction of having done what they could to help win the war.

Those who may be disposed to blame the agencies for demanding all that was coming to them, for example, and then quarreling over the division of the money, should remember that the offer was made to do all the work without any pay, provided it meant a saving to the Government. In other words, the agents volunteered to do the work, getting no money, if instead of collecting gross card rates the publishers would deduct usual agency commission from their bills to the Government. But the governing forces of the Canadian Press Association would not agree to this. So they must take the responsibility, if the patriotism of our Canadian agencies does not show as vivid a color as that displayed across the line.

The failure of the Government to take advantage of the services of leading advertisers, as tendered through the Association of Canadian Advertisers is difficult to explain or justify. Possibly this also may be due to representations made by the czars of the C.P.A. Under these circumstances the advertisers, agents and others cannot be held up to criticism if the Government fails to get anything which it does not pay for.

* * *

TORONTO FORGOTTEN

Contributors to the convention fund of the San Francisco Advertising Club, in connection with the recent annual meeting of the Associated Advertising Clubs of the World, received a refund of 20% of their original subscriptions, being the proportion of the funds raised which was not required. In commenting on this Associated Advertising, the organ of the A.A.C. of W. says:

"Last year St. Louis set an example with the first convention dividend in the history of the Associated Advertising Clubs. San Francisco pyramided its success in being host to an epoch-making convention by doubling the amount of the rebate."

Is Toronto's handling of the Convention, a month prior to the unexpected outbreak of the war, to be so soon forgotten? Toronto, too, had a surplus after all expenses had been paid, which was returned to contributors in proportion to their subscription. The amount was something over 10%. To St. Louis, therefore, does not properly belong the credit for having set this example.

* * *

NO MORE AUTOMOBILE ADVERTISING

No more pleasure automobiles to be made after January 1st next for the period of the war. So rules the U. S. Government. "What will this mean for advertising mediums?" asks the Advertising News, and then goes on to say:

"Automobile advertising has for many years been the reliance of many newspapers, magazines, and trade papers. Now what?

It is not likely that the manufacturers will continue their advertising for the purpose of holding their goodwill, and keep people wishing to buy in anticipation of the end of war conditions. It is probable that the advertising of pleasure cars will practically cease when the makers run out of stock.

It will be a wrench to advertising. There is no denying that. Whether or not it proves to be a disaster depends upon the owners of the mediums that will lose the business. Possibly it will be a boon. Or, it may be better to say that it may be a boon. One never can tell exactly what will be the reaction in response to any circumstance, but it is possible that publishers will stir themselves to create new advertising to take the place of the automobile business. It is a matter for the publishers to settle. There is plenty of potential advertising business."

What are the advertising mediums of Canada doing to develop new lines of advertising to take the place of advertising which for one reason or another may be discontinued? There is much talk at publishers' meetings about the necessity for it, but little of a genuinely constructive, planning-ahead, sound development work is being carried on. There is too much scrambling for what's going, and a discouraging absence of any program to build for future business. This is contrary to the fundamentals of advertising policy in which they are professed believers. For advertising is essentially an expression of confidence in the future and a determination to assure its rewards by a persistent process of developing new users.

* * *

PILOT AND PROTECTOR OF THE CHANNELS OF TRADE

"We urge upon all business interests a study and investigation of the uses and applications of advertising as a primal influence safeguarding investment through the safeguarding of markets" says the platform adopted at the San Francisco Convention of the A.A.C. of W. which describes advertising as a pilot and protector of the channels of trade, pointing out that the banker has come to realize that the manufacturer of an adequately advertised product is supplying a consistently growing market. He considers that manufacturer a reliable credit. Conversely, the banker realizes that the manufacturer with a market unsecured by good will must depend on unusual demands to maintain his expanded volume. Both the business and financial worlds now know that advertising is a far-reaching force in trade, not only insuring sales to the consuming public, but guarding and protecting the channels through which trade flows. Advertising makes it obligatory on the manufacturer and the producer to maintain quality, thus guaranteeing to the people dependable value recognizable by trade mark.

MARKETING is worth $2.00 to any Canadian sales or advertising manager. A years' issues contain as much and as helpful reading as a dozen $2 business books —not to mention the many items of news which keep you in touch with what's going on.

Hundreds of dollars are spent to gather information which will be valuable to you. Will you not show your interest and appreciation by getting your name on the subscribers' list.

There are many who seem anxious to see and read each month's issue who have not yet subscribed. Do the necessary—NOW.

MUNITIONS OF MARKETING

A regular department for the review of catalogues, booklets, folders and such other "Munitions of Marketing" as seem worthy of your attention. Put MARKETING on your mailing list, and bring to our notice any art work, engravings and printed matter "made in Canada" which you think noteworthy.

I WAS at the Windsor Station in Montreal the other night and overheard a party of tourists talking. One of the women said, "Vacations are so hard to plan. I didn't know where I wanted to go, but I did know the kind of place I'd like to visit. Someone suggested Canada, but I was at a loss to know how to find out anything about it. One of my friends suggested writing to the C.P.R. so I wrote and told them the kind of place I wanted to visit and about what I expected to spend. Did they laugh

at my little amount? They did not. I had a letter from them with a pamphlet telling me of "Resorts in Quebec" and suggested that I go into the mountains. I'm just going back home after three weeks of the greatest vacation I ever had—thanks to "Mr. C.P.R. and his railroad."

I then wandered over to the "Information Bureau" and listened to a man who wanted to know about golf clubs. The man in charge handed over a little booklet giving all the clubs in Canada, the list of officers, how to reach the clubs and everything that a man would care to know. "Say," said the man, "This is great, I can have a game here to-morrow can't I—where's the telephone booth?"

So I talked with the Information Bureau Man. "We give information on most any part of the world that our lines reach, but are especially strong on Canada. You see, the company gets out booklets on each section. We also have a book called "Across Canada" but most people like to have information about some particular section. We have spent a lot of money getting the information for these books and it must be revised from time to time. Pictures? we have thousands of them from every part of Canada. You would be surprised to see the variety of subjects we have in our files.

I mentioned the use of colored covers—"Yes, we do that to get the attention of people. It is always wise to use color for travel advertising. It makes people want to go to places when they can see them in their natural colorings. I've seen people come up to this counter with the intention of going West and by looking over some of these booklets change their minds and go north or east. They see some picture that looks good to them and that changes them. It is great to study the people who come here for information and watch their changes of expression as they go through these books. I often wonder why the people in the advertising department don't come down here to get their dope first hand."

I have laid out here on the desk before me a bunch of the books issued by the C.P.R. They are attractive—so attractive that they arouse the wanderlust in me. As I turn the pages I find such a fund of information about Canada—more than I ever dreamed about.

If you want to go some place and don't know where—go to the C.P.R. and they will outline a trip to suit your every want. They will show you where you can go and what you can do for any stated amount. They have something to sell and that is C.P.R. SERVICE and they know how to make you want it—they do it by attractive advertising—just enough reading matter to make the facts inviting. The rest they leave to pictures.

Below is the list of books I have. I think they ought to be part of the educational equipment of every school in Canada—they certainly would be interesting and instructive:

Open Seasons for Fish and Game.
Resorts in Ontario.
China—Japan.
Resorts in Quebec.
The Lake District of Southern British Columbia.
Australia—New Zealand.
Resorts in Canadian Pacific Rockies.
Pacific Coast Tours through the Canadian Pacific Rockies.
Canadian Pacific Hotel System.
Great Lakes Steamship Service
Alaska.
Atlantic Coast Resorts.
Eastern Tours.
Gold in Canada.

* * *

A House Organ de Luxe

SOME years ago the firm of John W. Peck & Co. Limited, Montreal, started issuing a house organ. Put their first issue alongside the last and there is a vast difference, both in style and in text. In the first issue they talked about the house of Peck first and foremost. In the last issue they told the dealer how he could better his business. They gave him sales ideas for increasing his profits. They showed him how he could increase the power of his advertising. They told him of sales ideas which had proven successful for other dealers. Their illustrations were not mere mechanical cuts of their products, but were sales suggestions. Very little space was devoted to Peck products and whereever Peck was mentioned it was in terms of dealer interest. Then there were other little stories entirely outside the clothing business—this just to make the little magazine more interesting. "Peck's Post" is what they call it.

* * *

A RATHER unique piece of advertising came to my desk a few days ago. It is a booklet of 32 pages, cameo stock, printed in brown and red. The cover is a rough stock with a tip-on of a house. The title of the book is "120 Union Avenue, Saratoga Springs, N.Y."—"Funny title," thought I. Inside I find a few pages of editorial matter telling me that a house at 120 Union Avenue, Saratoga Springs is for sale. Then follows a description, plan and photographs of the house, both inside and out. There are photographs and descriptions telling where it is located and all about it. In the back of the book I find that it was issued by Lester Brothers of Saratoga Springs. From the printers I find that they put out an edition of 500 copies.

Here is a firm which has a high class proposition and they turn to Direct Advertising to put through the deal. They issue a booklet that must have

cost them at the very least fifty or sixty cents per copy—and they feel reasonably sure that they will sell this house with one of their books. The sample comes from The Herald Press, Montreal.

* * *

FROM Tom Dreier down in Boston comes his house organ "The Vagabond." Tom Dreier sells an advertising and sales service. His house organ is printed in one color on very cheap paper, illustrated with dingbats by John Bliss. The messages are decidedly friendly. From the copies we have read, we believe that Tom Dreier gets business because people

can't help giving it to him. He is so blamed optimistic about things that he gets others feeling the same way. An editorial from his little four page sheet gives an idea of its advertising value:

HE DOESN'T BELONG

Most persons who like "The Vagabond" well enough to send in their dollar, are folks who are friendly and companionable. Whenever a man asks for the publication, I write him a note and treat him like a friend.

Recently, however, I made a mistake. I did the usual thing and invited him to call. He replied, "I did not realize that sending you $1.00 obligated me to call upon you. If you have something to sell me, I am usually in my office between 8.30 and 10 A.M."

Of course, I have nothing to sell him. There wouldn't be any fun doing business with a man like that. He simply doesn't belong. Thank God, there are enough companionable people in the community to keep me busy.

One of the interesting things is that I really am in position to tell this man things he ought to know for the good of his own business—things that would be his without price if he belonged to our crowd spiritually.

❦ ❦ ❦

"NINETY per cent. of good Salesmanship is leg work" is the title of a folder which comes from the Reid Press at Hamilton. In the folder they show the value of Direct Advertising as an educator of the salesman's customers. They show how the salesman can spend more time on intensive selling — how he can close more sales if his territory is properly "sold" by the house before he goes out. They show the value of "follow-up." Here is one paragraph which carries a message to all advertisers:

"Not always does the first folder get an inquiry, neither does the first call from your high-priced salesman. But continued calls by printed salesmen sent direct by mail to a picked list of possible buyers, will finally land the interested inquiry if it is at all possible. Then your star salesman closes the deal.

"As a matter of fact, you can afford to send about ten direct mail folders to interest a prospect for the cost of sending a trained salesman once."

Some of the direct advertising produced by this printing firm is illustrated herewith.

❦ ❦ ❦

SELLING a prospective tourist a trip may seem an easy proposition. But when one looks over the many folders and booklets picturing and describing the features of various tours and resorts there is a vast indefiniteness about them, and an unsatisfying sameness about the manner of presentation. We are told very extravagantly about the beauties and comforts and enjoyments—much is made of distinctive characteristics—but with minor changes any one booklet's reading matter might be made to apply to almost any of a dozen other resorts or trips.

After all the question in the prospect's mind is "Is it the kind of a holiday I

Direct-mail folders from the shop of the Reid Press

would enjoy?" How eagerly he listens to what some friend says about the trip he or she has taken. I am sure it is these personal recommendations, full of inconsequential incidentals, which bring about many decisions. To hear someone else tell about what they enjoyed strongly influences us, without a doubt, with respect to places to go.

For this reason the booklet "What Happened on Our West India Cruise" issued by the Royal Mail S.S. Co., appeals to me as being the best kind of advertising for their West India Cruise. It is written by I. C. Stewart of the "Maritime Merchant", Halifax, and describes in a delightfully frank, personal and interesting manner his own six weeks' trip to these islands. The chapters read like letters home—yet not so bored with personal details as to spoil its value for reading by those unacquainted with the writer. It makes one feel acquainted with the trip, not forgetting to mention the many minor phases which make up so large a share of the enjoyment to be gathered.

The book is not garishly printed or illustrated as are so many tour folders, but is printed in bookish style, including a number of half-tone illustrations on inserts. It is a fine bit of advertising *literature.*

❦ ❦ ❦

IT has always seemed to me that a house organ should embody the attributes of a special salesman whose particular function is to make the firm's customers feel in touch with the house, tell of new and interesting developments changes in the line or in prices, communicate special trade news and achieve a reputation for always having some good ideas to help the customer make more money or sell more goods.

Such a salesman might, on occasion, have a good story to tell, or talk about something else than business—but not to such an extent as to get the customer's mind too far away from business. Nor would his main purpose be to get orders. If he formed a connecting link between the house and its customers, if he was welcomed for the bit of information, timely tip or helpful selling idea, which could be counted on with each visit, he should prove worth his cost to the house.

The man who can edit such a house organ should be worth to his firm all and more the salary and expenses of its best salesman. Because in the long run he should prove to be *the* best salesman. He would help the salesman get orders—or at least his house organ would. He would hold customers for the house—increase the customers' good will toward the house—occasionally open a new account or revive a dead one—and increase the number of orders coming through the mails.

A house organ full of jokes or clippings foreign to the business of the firm represented may interest some merchants, *but not in the firm issuing the publication.* The house organ editor should bear in mind that his firm is not a publisher—is not trying to entertain or "visit"—but is rather, in effect, trying to increase the number of the firm's calls on its trade. To argue that this extraneous matter must be put in "to interest" the merchant, is to admit inability to interest him in what the firm makes or does, inability to interest him in his own business.

These remarks are prompted by receipt of a few copies of THE ALASKAN, issued by The Alaska Bedding Company's "in the interest of Alaska dealers". The editor's program is evidently to have in each number a business article telling about the business building methods of other merchants, a human-interest story about a leading merchant in the furniture world, furniture trade gossip, and alternate pages describing new products, or featuring those of timely interest, information regarding trade conditions, etc. This sounds like a good program. No diverting the reader's attention to subjects foreign to the business—no padding with philosophical clap-trap—but instead every indication that the firm issuing the house organ is very much on the job, alive to its dealer's interests, and anxious to help them do more business.

Such a house organ is recommended to the attention of those whose experience or observation has led them to wonder "if a house organ is worth while".

❦ ❦ ❦

H. F. Pullen, city editor of the Victoria *Times* has purchased the Prince Rupert, B. C., *Daily News.*

❦ ❦ ❦

Harold A. Moore, who has been in the British service since the opening of the war, has been appointed assistant director of air organization in London with the rank of lieutenant-colonel. He is a Canadian and a member of the firm of Smith, Denne & Moore, Ltd., advertising agents of Toronto.

THE FARMER—IN FACT AND FANCY.

THE POPULAR NOVELIST—"Now I'm going to write a great novel on American farm life, and I think I'll go out and find the real type—the kind with chin whiskers, who says: 'B'gosh, I'll jest swan to Guiney.'"

"Say, bub, I'm looking for a typical farmer like this. Do you know of any farmers around here?"

"My pa's a farmer, but he's gone over to town to get a new tire for his auto. You might ask ma, over there. She's reading about the yacht races."

"Great Scott, is this the farmer of to-day? I haven't heard one of them say 'B'gosh, I'll jest swan to Guiney,' and none of them looks like the jay pictures."

"Won't you stay for supper and drive over to the Chautauqua meeting afterward?"

"No, thank you; I'm going back to town."

A McCutcheon cartoon of 15 years ago, with a present day application.

THE CAKE WE BAKED

We followed exactly the same recipe in using FIVE ROSES and the new "War Flour." The cake from the new FIVE ROSES was equal to that from the old flour in lightness and texture; the flavour was excellent, the colour rich and creamy. There should be no fear of cake waste, as we do not doubt its keeping qualities.

THE PIE WE MADE

The uniform flakiness so characteristic of the old FIVE ROSES flour is certainly not lost in the pie crust made with the new "War Flour." The crust we made was quite as tender and digestible as that baked from the pre-regulation flour. In flavour and general eating qualities, there was no perceptible loss.

MIX your next cake batter without misgivings! The new flour regulation does not endanger your pride of product. The occasional cake, or pie, or pudding you may wish to make is safe with FIVE ROSES "Government Grade" Flour.

Good Cakes and Pastries from War Flour

In making Pie Crust and Puff Paste, we obtained the best results b ing slightly less water than with the old FIVE ROSES; in fact, just enough *cold* water to hold the paste together. As the new FIVE ROSES flour is rich in gluten, it is advisable in making baking-powder biscuit and pastry generally not to work or handle the dough unnecessarily, as this would make the texture less tender and flaky. For Cakes, Puddings and other bake things made with the new FIVE ROSES, users of FIVE ROSES Cook Book recipes will find that practically no change is required in their present methods.

Users of "FIVE ROSES Government Grade" Flour are assured of the best available flour under all conditions.

Lake of the Woods Milling Company Limited

Makers of Five Roses Flour

CANADA

Housewives would not be complaining so much about difficulties and dissatisfaction with "war flour" if more educational advertising of this character were done. One of a number of splendidly conceived advertisements run some six months ago and strangely discontinued

His Ads Were Topical

OTTAWA lost an advertiser the unique character of whose copy has attracted wide attention during the past generation, in the death of R. J. Devlin, a fur merchant of that city. In a tribute to his striking personality the *Journal* says in a recent issue:

"Back in the days of a generation ago, when advertising was a simple process of flaunting goods before the public, each advertiser making the bold claim of newness, style and price, when the advertising columns of newspapers looked like glorified hand bills, Mr. Devlin realized that he could get closer to the public by talking away from his goods, and then leading up to a punch in their favor. He did it successfully, so much so that Devlin's advertising in The Evening Journal was reprinted by advertising journals and other trade papers all over America. Mr. Devlin was an observer, a philosopher, a humorist, and he combined all these faculties in the presentation of his advertising, for he himself prepared all the store's copy at that time.

On one occasion during a prolonged spell of soft weather, which "demoralized the fur trade," Mr. Devlin advertised every day that a frost would come on a certain date and he advised the public to buy coon coats in the meantime.

The advertising was the talk of the town. Speculations were made as to whether Devlin was right or wrong as to the weather. The day approached, and there was no let up in the thaw. Sparks street was running with slu h and water. But during the early morning of the day appointed the thermometer started to drop. Later in the day it became quite cold. By the time the afternoon papers were printed, Ottawa was in the throes of a blizzard which tied the town up with its ice and sleet.

Devlin's ad. was a half page that day. It ran something like this:

We told you so.

R. J. DEVLIN

P. S.—Coon Coats

Mr. Devlin was looked upon as a wizard by half the populace and as a successful joker by the other half.

The weather was the subject of a great deal of study and correct speculation on Mr. Devlin's part. His goods were seasonable goods, and his prognostications were watched closely and were remarkably correct.

Devlin's advertisement never changed its location in the papers in a generation. Always it was top of editorial page and next editorial matter."

Dailies go to Three Cents

Having broken away from the one-cent price without the serious loss of circulation which was feared many daily newspaper publishers are now considering a further increase in price to three cents a copy.

This change has already taken effect in Halifax, the *Chronicle* and *Echo Herald* and *Mail* having announced it as effective August 1st. Who'll be next?

Canada's Greatest Selling Force

EVERYWOMANS' WORLD is Canada's greatest selling force because it influences, not only the greatest number of "home purchasing agents," but also the leading retail trades throughout Canada.

An average of one in every seven English-speaking homes in practically every city, town and village in Canada, is reached by EVERYWOMAN'S WORLD. The best class of women in every community from coast to coast are paid-in-advance annual subscribers.

EVERYWOMAN'S WORLD has gained this dominating position among magazines in Canada because of its practical service to women.

Its subscribers—the leaders in each community—use the editorial and advertising columns of EVERYWOMAN'S WORLD as a guide to their purchases for themselves, their families and their households.

Canadian retailers know that the goods and products advertised in EVERYWOMAN'S WORLD are the goods most desired by their customers.

The leading retail grocers, druggists, drygoods and hardware merchants in Canada's leading cities and buying centres, regularly receive EVERYWOMAN'S WORLD, with the issues of EVERYWOMAN'S STOREKEEPER, specially edited for their individual lines of trade.

This service keeps prominently before them the advertising being done by manufacturers whose goods they handle. It stimulates them to better co-operation and effort to push nationally advertised lines.

We will gladly send a representative anywhere to give an advertiser every last detail about the selling power delivered by EVERYWOMAN'S WORLD.

Continental Publishing Co., Limited

Toronto, Montreal, Winnipeg, Chicago, London, Eng.

SQUEEZING THE WATER OUT OF CIRCULATIONS

U. S. Government Defines "Wasteful Practices" of Circulation and issues Regulations which will make it hard going for some publishers.

AT last we have what may be considered as an official definition of what constitutes worth-while circulation.

The War Industries Board of the United States has found it desirable to limit the use of print paper, enforcing the greatest possible economies on all publishers. The Board believes that the required curtailment can be accomplished by "the elimination of all wasteful practices". This made it necessary to define what was "wasteful", and accordingly on August 6th the Board issued regulations effective immediately ordering the dis continuance of wasteful practices of circulation as follows:

1. Discontinue the acceptance of the return of unsold copies. (Exceptions.—Employees of newspapers who are employed directly at the home office by a newspaper as wholesale distributers to newsboys, news agents, and news stands may return unsold copies, provided such unsold copies have not been in possession of retail dealers, news stands, or news boys. Such employees can not take back under any consideration papers which already have been distributed for sale.)

2. Discontinue sending paper after date of expiration of subscription, unless the subscription is renewed and paid for. (This ruling to be effective October 1, 1918.)

3. Discontinue the use of all samples or free promotion copies.

4. Discontinue giving copies to anybody except for office-working copies or where required by statute law in the case of official advertising.

(Exceptions.—Copies may be given free to employees of newspapers, if such is the present practice of the office. Copies may be sent free to former employees who are in the war service, and copies may be sent free to camp libraries of institutions recognized by the Government, such as Y.M.C.A., K. of C., etc. Copies should not be sent to individual soldiers unless formerly employed by the newspaper. Copies may be sent to the Library of Congress and to State and other public libraries which will agree to bind or otherwise permanently preserve the files of the paper; also to Government departmental libraries. Copies may be given free in return for actual services rendered. Copies may be sent free to clipping bureaus which render an equivalent service to the newspapers. Copies for service purposes only may be sent free to newspaper correspondents and press bureaus.)

5. Discontinue giving free copies to advertisers, except not more than one copy each for checking purposes. (Exceptions.—Any advertiser who customarily places advertisements with the newspaper in at least four issues each week and advertising agencies from whom the publisher receives advertising regularly may be put on the regular mailing list to facilitate handling in the mailing room. Copies must not be sent as a means of advertising the newspaper itself to advertising agencies from whom the publisher does not regularly receive business.)

6. Discontinue selling advertising with a guarantee of circulation requiring a rebate if circulation falls below guaranteed amount.

7. Discontinue the arbitrary forcing of copies on newsdealers (i. e., compelling them to buy more copies than they can legitimately sell in order to hold certain territory).

8. Discontinue the buying back of papers at either wholesale or retail selling price from dealers or agents in order to secure preferential representation.

9. Discontinue the payment of salaries or commissions to agents, dealers, or newsboys for the purpose of securing the equivalent of return privileges.

10. Discontinue all cash discounts or bonuses to wholesalers or retailers

11. Discontinue all free exchanges.

If the distribution of copies in the ways above described is to be regarded as wasteful of print paper, cannot this kind of circulation be regarded as even more seriously wasteful of the advertiser's money. This phase of the question does not concern the Government. But certainly advertisers should be concerned about it.

It has been known that these means were employed by many publishers to pad their circulation figures to an unreasonable, if not actually fraudulent extent. In fact the bulk of the circulation of some periodicals consists of copies going to expired subscriptions, samples, etc. With many others the proportion of such circulation is comparatively insignificant.

A "legitimate list of subscribers" according to a ruling of the United States Post Office Department is a list of

(a) Such persons as have subscribed for the publication for a definite time, either by themselves or by another on their behalf, and have paid, or promised to pay, for it a substantial sum as compared with the advertised subscription price;

(b) News agents and newsboys purchasing copies for resale;

(c) Purchasers of copies over the publisher's counter;

(d) The receivers of bona fide gift copies, duly accepted, given for their benefit and not to promote the interests of the doner;

(e) Other publishers to whom exchanges are mailed, one copy for another;

(f) Advertisers receiving one copy each in proof of the insertion of their advertisements.

Should not every advertiser insist on finding out these important details about the circulations they are paying for. How many appreciate the value of the service rendered by the Audit Bureau of Circulations which, through the support given it by the better class of publications, has enabled advertisers to know what they were buying with respect to all publications thus audited.

Is it not due these publishers who, at their own expense, place the fullest facts about their circulations before their advertisers, that more advertisers should demand that all publications getting their advertising patronage must show what kind and volume of circulation they are delivering?

Particularly interesting in the regulations above quoted is No. 6, ordering that guarantees of circulation be discontinued. This recognizes the unsound practices indulged in by some publications to bring their circulations figures up to the required minimum, regarding circulation thus secured as "wasteful".

The War Industries Board has further ordered a curtailment of reading matter in newspapers in order to cut down the abnormal size of some papers. The reductions ordered range from 5% to 50%, according to average amount of reading matter previously published. The Board further orders that because of the absolute necessity of curtailing the use of paper no new newspaper shall be established during the period of the war.

It is possible that some such restrictions will be considered in Canada in connection with the agitation for Government control of paper prices.

* * *

Roy W. Johnson, at one time assistant advertising manager of the Burroughs Adding Machine Company of Detroit, later advertising manager of the U. S. Phonograph Co. and on the editorial staff of *Printers' Ink* recently joined the organization of Smith, Denne & Moore Ltd. and will have charge of the copy, plan and service departments of this Company's Montreal office.

* * *

New Officers Agents Association

At the recent annual meeting of the Canadian Association of Advertising Agents officers were elected as follows: President, J. E. McConnell; 1st Vice-President, W. B. Somerset; 2nd Vice-President, J. P. Patterson; Secretary-Treasurer, A. J. Denne. These with C. T. Solomon and Past President E. Desbarats constitute the Executive Committee.

* * *

A few Toronto papers are being used for advertising the Dodd Heater, copy being placed by Advertising Service Limited.

From photo Canadian Courier's subscription remittances—69 letters—on one August day.

ONE DAY'S RENEWALS

Letters like these show how

CANADIAN COURIER

is appreciated by its 50,000 subscribers

"I have been a subscriber to Canadian Courier for quite a few years and find that appreciation increases with acquaintance."
—Edwin C. Smith, Victoria, B.C.

"The Courier is all right and fills a very valuable place in the journalism of to-day. It is perfectly up-to-date and well edited."—Associated Board Royal Academy of Music, Montreal.

"The Courier is worth all you ask and I should miss it very much if I did not get it."—C. Percival Boyle, St. Lambert, Que.

"I am stopping other papers and magazines but cannot do without Canadian Courier."—J. F. Carmichael, Kitchener, Ont.

"Canadian Courier editorials and articles are among the best I have the privilege of reading. Always of a high order and in keeping with the spirit of patriotism that should guide our every action in this time of trial."—H. J. Pettypiece, Forest, Ont.

"I have taken it for the past year and enjoyed it very well indeed. I have sent every copy to my boy in France and he thinks it fine, not like the trashy stuff found in a lot of magazines.—Robt. Leith, Atherley, Ont.

"Find enclosed $1.00, my subscription for the Courier, the best dollar's worth we get."—Joseph Clayton, Hamilton, Ont.

"The every-other-week proposition is O.K. Your readers gain by additional pages, better paper and uniform letter press. As a literary journal it holds premier position as a national product. Keep at it and the Canadian public will, I believe, do their bit to keep you at it."—A. G. Gowanlock, Scarboro Junc., Ont.

"I am well satisfied with your magazine and am pleased to renew subscription." J. Nicol, K.C. Sherbrooke, Que.

"Your dollar's worth goes over to the trenches and is greatly appreciated there as well as here. It is excellent.—G. W. Howland, M.D., Toronto.

50,000 Guaranteed Circulation of this Quality is worthy any national advertiser's attention.

Be sure CANADIAN COURIER is on your schedule for this Fall and Winter advertising.

HOME OFFICE, TORONTO, CANADA
WHITING SPECIAL AGENCY, 373 FOURTH AVE., NEW YORK
ARCHER A. KING, INC., PEOPLE'S GAS BLDG., CHICAGO

PUBLISHED FORTNIGHTLY
Forms close every other Monday.

(*Continued from page 4*)

sums of money as great or almost as great as the government purposes to spend, and the men who direct these campaigns—experienced business men and advertising experts as they are—are clearly the best-fitted to handle the expenditure of the country's money. They are better fitted than the publishers themselves for many reasons, the most important of which are that they could be depended upon to show absolute impartiality and because they come most closely in touch with a very important phase of advertising — results. Such a board could be formed, and with this alternative the government has no excuse for the course followed

This is an endorsement of the proposal made by "MARKETING" as long ago as last March, following which the members of the Association of Canadian Advertisers Inc., formally placed their services at the Government's disposal. In referring to this the "Post" further says:

It is pretty generally believed that the government was brought into the present arrangement by the insistence of the governing forces in the Canadian Press Association It is impossible, however, to absolve the Finance Minister from blame when it is known that the alternative plan was presented to him early enough to have been acted upon. In March of this year the officers of the Association of Canadian Advertisers became convinced that a better method should be found for handling government advertising than any which existed and a referendum was drafted and submitted to the members of the association asking them if they would favor offering their services to the government in an advisory capacity in the direction of advertising campaigns. The response was practically unanimous. Accordingly the suggestion was embodied in proper form and sent to the government, with the offer of the association to lend its services without any charge in any way that the government saw fit.

The offer of the Association of Canadian Advertisers was acknowledged and referred to the Privy Council. Nothing further was heard of the matter. It is possible to assert, however, that the members of the Association of Canadian Advertisers are collectively and individually opposed to the present method, feeling that the government should have acted upon their offer or adopted a plan along similar lines.

This is not the last time that the government will find it necessary to launch an advertising campaign. The government, in fact, finds it necessary in times of peace to do a certain regular amount of advertising, and, as one of the lessons of the war has been the tremendous power of printers' ink to start and foster national movements, it is probable that the activities of the government in the matter of publicity will continue to be extensive. It is high time, therefore, that the government should begin to handle the expenditure of publicity funds on a business-like basis. Government advertising has always been handled in a slipshod way, and the present arrangement by which the sum of a quarter of a million dollars is handed over to the Canadian Press Association with full power to divide it up among themselves is only the climax of a long series of makeshift methods. Time does not permit of reviewing the history of government advertising in detail; suffice it to say that in the opinion of the best business men in the country there should be a change.

Importance is given this proposal, repeatedly urged by "MARKETING," by considering the cost of floating our last Victory Loan in comparison with the expenses connected with the U. S. Liberty Loans. According to figures published, approximately five millions of dollars was spent in floating the Victory Loan last fall. Of this sum $207,093 was paid the Canadian Press Association for press advertising.

The total advertising expense to the U. S. Government in connection with three Liberty Loans realizing approximately ten billions of dollars, was $176,157.74, or less than it cost the Canadian Government for advertising to get four hundred millions.

An Unjust Reflection

The advertisers, advertising men, publishers and other advertising interests of the United States have co-operated whole-heartedly, unreservedly and most patriotically in furthering the success of their Loans, without stint of time, labor or expense. Can it be said that Canadian publishers and advertising men are any less willing to do what they can towards winning the war? Yet this must be assumed, so long as our government authorities continue to base their arrangements on the representations made by those directing the affairs of the Canadian Press Association.

The Government must have been assured that the co-operation of the publishers could not be secured on any other basis—that the advertising interests of Canada could not be counted on to do their bit except by extracting the utmost dollar from the Government. The Finance Minister has chosen to act on this assumption, rather than accept the volunteered services of the country's leading advertisers, who up to the present have not been privileged to have any organized part in directing and developing the Government's advertising efforts

The arrangements for the forthcoming campaign are now made, and cannot be upset at this late date. But it will be an unfortunate, and unjust aspersion on the patriotism of the publishing and advertising interests of Canada if the same mistake continues to be made in connection with further advertising campaigns which the Government will doubtless have occasion to conduct.

* * *

Plans for Liberty Loan Advertising

One of the outstanding features of the advertising campaign for the Fourth Liberty Loan, soon under way, will be a series of full-page advertisements written by distinguished statesmen, authors, and business men of the United States. The list is headed, of course, by President Wilson whose message will serve as a curtain-raiser.

Others who will perpare advertisements are Colonel Theodore Roosevelt, William Howard Taft, Secretary Baker, Secretary McAdoo, General Pershing, Dr Frank Crane, Augustus Thomas, Irvin Cobb, George Ade, Samuel G. Blythe, Wilbur D. Nesbit, Henry Ford, Arthur Brisbane, Henry Cabot Lodge, Charles M. Schwab and Herbert Quick. Their advertisements will appear in mediums published from one end of the country to another.

In the three former campaigns the several Federal district committees were urged to write their own copy on the ground that they would be better able to prepare the kind of matter that would appeal to their several constituencies. In the new Liberty Loan campaign a large proportion of the advertisements will be standardized matter, furnished the district committees from publicity headquarters in Washington. The advertisements, other than those mentioned above, will be written, as before by advertising experts and will be illustrated by distinguished artists. The illustrations of the new series will have a war ring to them and will serve to carry out the spirit of the slogan adopted for the campaign, "Lend the Way They Fight".

Each piece of copy sent out will carry suggestions for its use in full-page, half-page and quarter-page space according to its importance in the eyes of the bureau heads at Washington, but local committees are under no obligation to follow the suggestions

Outdoor advertising will be used heavily, as in the former campaigns. Posters of the same size as those formerly employed will be put out in some dozen different designs, each in an edition of 500,000. For billboard display there will be concentrated on a single 24-sheet design featuring a figure of Victory.

Moving pictures specially prepared for the purpose will be extensively employed to put the selling message across. Most of them will be short—350 feet—and will present the favorite screen stars in patriotic scenes.

On the opening day of the campaign twenty-four trains of war exhibits, each composed of three large flat cars, loaded with war relics, and a tourist sleeping car for the use of the speakers who will accompany them will start on a tour of the country. Each exhibit will consist of captured cannon, huge shells, field artillery, specimens of German equipment of various kinds and a large amount of other war paraphernalia. Several tanks that have seen service abroad will be included. The French High Commission has sent to this country the airplane in which Guynemer, the famous French ace, brought down seventeen Boche planes.

As in former campaigns, the Government will spend no money for advertising space in magazines, newspapers, trade publications, street cars or on posters. No demand will be made upon publishers to donate their columns to the boosting of the loan. As before, advertisers will be asked to contribute a portion of their regular space for one or more Liberty ads.

From assurances already received by the Committee on Public Information from local committees throughout the country, it is quite certain that the amount of space that will be donated will be equal to or in excess of that contributed during the Third Liberty Loan campaign.

Business Lectures at Canadian National Exhibition

THE proposed business congress, referred to in the June issue of "MARKETING", was given a try-out at the Toronto Exhibition this year. A series of talks on merchandising topics, especially for the benefit of retail merchants, was delivered in the Educational Building during the first week of the Fair.

This feature was arranged under the joint auspices of the Retail Merchants' Association and the Associated Advertising Clubs. There were five sessions arranged, including an address by F. W. Stewart, President of the Montreal Publicity Association on "Knowing Your Business"; a motion picture film "Troubles of a Retail Merchant," illustrating the difficulties that confront an unprogressive retailer and how they can be remedied; address by Geo. W. Hopkins, Sales Manager Columbia Phonograph Company, New York, on "Importance of Little Things in Business"; the "Mr. Noads Adless Day," movie film; an address by L. R. Greene, sales manager of Tucketts Limited on "How the Retailer Can Link Up with the Manufacturer's Advertising," and a talk on "Benefits of Organization," by an official of the Retail Merchants' Association.

The sessions attracted a great deal of interest and are said to have been well attended.

* * *

The National Council of Traveling Salesmen, representing 11 commercial travelers' organizations with a membership in New York City of approximately 20,000, undertook to sell (during the week of August 22 to 29,) all the War Savings Stamps which the 150 trade committees making up the Pioneer Division of the War Savings Committee were willing to underwrite.

It was expected that the subscriptions of all the trades will approximate $25,000,000. This great amount of stamps was turned over to the salesmen belonging to the organizations affiliated with the national council and such independent salesmen as volunteered to assist them. "Salesmen's Week", it is said, found on the streets of New York a trained sales force numbering between 30,000 and 40,000.

* * *

ABRAHAM WITH VANCOUVER WORLD

C. A. Abraham, formerly business manager of the Winnipeg *Telegram* and later with the Vancouver *Sun*, joined the executive staff of the Vancouver *World* on August 1st, as an assistant to managing director John Nelson.

* * *

L. M. Bradley is advertising manager of the amalgamated *Times Journal* of St. Thomas.

* * *

G. L. Lemon, who until recently had charge of the copy writing department of Advertising Service Limited, Toronto, has enlisted with the engineering corps. He was formerly with the Hamilton Advertisers Agency.

WHAT posters have done for the War Loan Campaigns in England, United States and Canada they can do for you —if rightly handled.

That is my business.

A. R. KENT

Outdoor Advertising
Everywhere in Canada

Kent Building,
TORONTO

Effective Co-Operation with the Advertiser and the Advertising Agency

Co-operation for Results is the BIG IDEA in Advertising to-day. It is not circulation, or rates, which the broad-gauge advertiser considers so much as RESULTS.

Results are enhanced when the sympathetic co-operation of the Retailer is secured. Only the Daily Newspapers can secure this. Two Hundred and Seven of the leading Retailers in Ottawa have pledged co-operation with Journal-advertised goods. Their remarkable pledge—with signatures—is printed in The Journal Book on Ottawa. Write for a copy, if you are an advertiser.

Results also are enhanced when the advertising falls on fertile ground—carefully prepared by educating those to whom it is directed to the personal value of reading the advertisements. The Journal is, and has been, a leader in the preparation and publication of advertisements to advertise advertising. See the article on page 30, August "Marketing."

The Journal Dailies

Member A.B.C.

OTTAWA

Dominant Mediums at the Capital

Toronto Branch Office: J. B. Rathbone, 95 King St. East.
New York: Chas. H. Eddy Co., Fifth Avenue Building.
Chicago: Chas. H. Eddy Co., Peoples' Gas Bldg.
Boston: Chas. H. Eddy Co., Old South Bldg.

Noteworthy Advertising Gains

If you're an advertiser this announcement has special interest for you. Advertising costs you money. It's worth more than a moment's thought.

748,113

THESE FIGURES MEAN SOMETHING TO YOU AND TO EVERY ADVERTISER WHO USES THE WINNIPEG FREE PRESS COLUMNS

During the month of July, 1918, the total amount of paid advertising carried by the Free Press was 748,113 lines. This represents a gain over July, 1917 of 160,626 lines.

In display alone the net volume of paid advertising was 514,754 Agate Lines; an increase over July, 1917, of 113,772 lines.

Classified, too, shows an excellent and gratifying volume for July, 1918—233,359 lines which is an increase over July, 1917 of 46,854 Agate lines.

These figures are significant They indicate in no uncertain way the increasing popularity of the Free Press Display and Classified Columns. They indicate that advertisers are appreciating more and more the tremendous circulation of the Free Press (which for June was 81,992). They prove also the quality of Free Press circulation and the unequalled responsiveness of its readers, and they verify our statement that "Free Press space intelligently and consistently used has truly unusual pulling powers."

"THE FREE PRESS PULLS BEST"

Manitoba Free Press Co., Limited

WINNIPEG, - CANADA

SPECIAL REPRESENTATIVES

TORONTO—Edgar J. Guy, 302 Royal Bank Building
NEW YORK—Louis Klebahn, 1 West 34th Street
CHICAGO—Henry DeClerque 2118 Mallers Building
SEATTLE—W. F. Coleman, Henry Building
LONDON, ENGLAND—F. W. Large, Fulwood House, Fulwood Place, Holborn, London, W.C.

Information About the Twin City

KITCHENER and WATERLOO

Its citizens and its homes, its industries and their employees, its public services, private enterprises and commercial activities, is found in the rate card just issued by the community's leading newspaper.

THE NEWS RECORD

(Member A.B.C.)

A PROSPEROUS CITY AND A POPULAR PAPER

Winnipeg Daily Increase Subscription Rates

THE Winnipeg dailies for August 26th carried notices of increase in subscription rates to 15 cents a week, or 2½ cents per copy, to local readers. Mail rates have also been advanced, effective September 1st, that of the evening papers going from $4 to $6 a year in the province of Manitoba, elsewhere from $3 to $4 a year, except in the East where the rate is advanced from $4 to $6. Page advertisements were published explaining the necessity for these increases—the enhanced prices, one advertisement pointing out, barely covering the cost of the white paper actually consumed with cost of distribution and delivery. What, then, is to be the advertiser's attitude toward dailies which continue to charge a price which is not adequate to cover paper costs? So long as they are content to pay a grossly disproportionate share of the cost of maintaining such dailies these "waste practices" of maintaining and promoting circulation are likely to continue, to the advertisers' disadvantage.

The Winnipeg Telegram, which suspended publication several months ago as the result of a fire which put its plant out of business, resumed publication with the issue for August 31st.

Users of cardboard boxes and cartons are becoming concerned over the difficulties in securing needed supplies. The scarcity of materials, coupled with freight difficulties, is making it next to impossible to assure the manufacture and delivery of cardboard boxes an cartons within some months of the placing of orders—emphasizing the wisdom of placing orders well ahead of requirements.

It is reported that the advertising of the McLaughlin Motor Car Company will hereafter be placed through the Consolidated Advertising Service, Mr. Milton Bergey severing his connection with the McLaughlin Company to become an executive of the agency, handling the account.

Six Things To Do

USUALLY, if a firm wishes to become more efficient there are six subjects that it must concentrate upon:—

1. INVESTIGATION. Find out the facts. Correct your opinions. The first thing is to *know* exactly what is going on and what is being done.

2. ORGANISATION. Strenghten the weak places. Train your staff. Change your mob into an organised army.

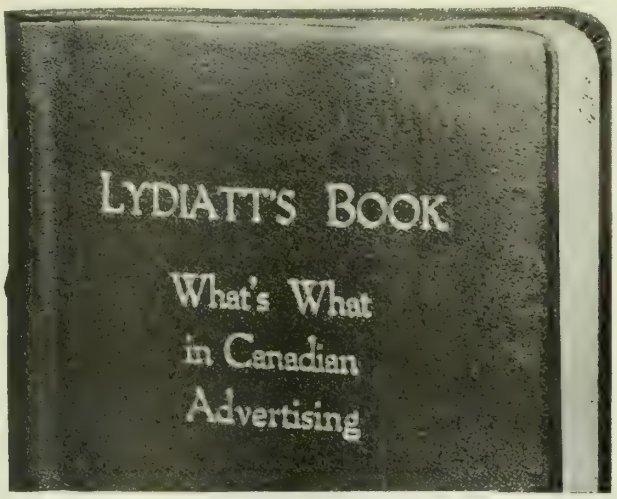
3. RECORDS. Create a system of daily and weekly reports. Make sure that your costs are correct.

4. PLANING. Establish a central control. Prevent haphazard. Co-ordinate the different departments.

5. STANDARDISATION. Study your raw materials, your machinery, your operations, etc., and find out what is best.

6. INCENTIVES. Share the extra profit with the managers and worth.

Answers Your Advertising Questions



Canadian Advertising and Marketing Data

Accurately compiled and conveniently condensed and arranged in the independent and wonderfully complete

LYDIATT'S BOOK

"What's What in Canadian Advertising"

1918—5th Annual Edition **$2.00 a Copy**

More accurate and complete information as to rates and circulations of all publications than is found in the files of many agencies. Hundreds of the largest advertisers and agents in Canada, the United States and England rely on it very largely for the information they need in selecting mediums, making contracts, preparing copy, investigating the market. Even the best informed find it a dependable, time-saving, ready-reference. "We find it absolutely necessary in our work," say the advertising agents of Ivory Soap, in ordering this year's edition.

AUTHORITATIVE RATE BOOK OF CANADIAN ADVERTISING MEDIA

Many changes in rates, in closing dates, publication sizes, frequency of issue, and in the relative standing and costs of competing mediums, many important new market statistics—literally hundreds of details and changes necessary to bring your information up-to-date—all accurately recorded and conveniently arranged in this wonderfully comprehensive little book.

A handy, pocket-size, leather-bound book, containing all the facts and figures busy advertising men constantly need. Everywhere recognized as the authority on Canada's advertising mediums. Not an agency directory or catalogue, but an absolutely independently compiled data and rate book for advertising buyers. Order your copy now.

Sent postpaid, on receipt of the price, $2.00

W. A. LYDIATT, Publisher
53 Yonge Street, - - TORONTO

ADVERTISERS' COMPLETE GUIDE TO THE CANADIAN MARKET

Characteristics each province and principal cities, describing their industries, resources, etc.; census manufacturers and agriculture, statistics population, (distribution race, religion, ages, occupations, earnings, urban and rural, dwellings and families, etc.); bank clearings, customs revenue, building activity, number autos, retail stores, industrial payroll, etc., by cities; imports and exports;—thousands of conveniently condensed, up-to-date figures indicating trade conditions and market possibilities.

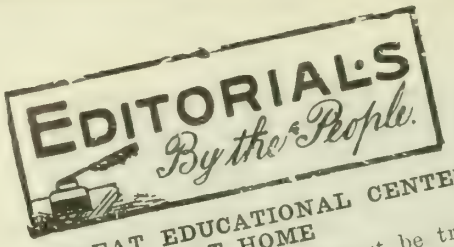
ACCURATE DATA CANADA'S ADVERTISING MEDIUMS

Correct 1918 advertising rates, most reliable and complete circulation figures (indicating local, out-of-town, net paid and gross average separately, compared with year previous); column sizes, etc., all daily newspapers; which use mats and unmounted plates; similar data all magazines, agricultural, religious, trade and other class publications; cost poster and street car advertising by cities, number posters required, etc.; valuable suggestions for handling window displays, sampling, demonstrations—all facts essential to intelligent handling of advertising appropriations.

VALUABLE REFERENCE FACTS

COPY-WRITING, ENGRAVING, TYPE, DISPLAY, PROOF-READING, ETC.

Preparing copy to suit medium; selling power various kinds copy; description, specimens, cost various kinds engravings and how to order them; hints type selection with handy specimens most popular display types; table words per inch various type sizes; paper and envelope sizes; printing costs; proof-reading marks; color laws; uses and costs electrotypes, stereos, matrices, etc.; postal rates; customs charges; trade mark and copyright regulations; express rates, etc. — all things needful to know yet hard to remember, conveniently combined in the one book.



A GREAT EDUCATIONAL CENTER AT HOME

Editor Free Press: It must be true that no educational institution reaches our homes, our civic and national life; quickens, fashions and molds the mind and the sentiment of the community or the nation like the pages of a daily newspaper.

For good or for evil, a newspaper's influence is boundless. It casts its sunshine or shadow in a distinct path to the thresholds of society. It is an early and welcome visitor to the most cherished and sacred temple of the world—"The Family." It influences the limited but growing mind of the boy and girl before these go to the schoolroom, satchel and books in hand. The toiler of the shop, the merchant, the wage-earner of the farm, the teacher, the preacher, the doctor, the lawyer, the banker, the director of great railroads or steamship companies, and the high generals who win battles by close application and strategy, none of these can begin the new day with comfort until each has scanned the intelligence column of the newspaper.

An editor who pilots a metropolitan daily newspaper to success, and who wins respect, patronage and admiration, fills a most enviable position as well as one, too, which is most arduous and complicated; this for the reason that he cannot hide behind the screen of his profession—his actions, motives, words and policy have no hiding place and no retreat; every day of the year he is in the limelight of public scrutiny and opinion.

This morning, as I stepped onto an early Michigan Central train at St. Thomas, I observed the passengers, nearly all intensely eager to read the morning papers—I noticed six laborers reading one London Free Press by the pass-on system.

When I looked at the editorial page I was most favorably impressed with at least six distinct articles or subjects. I gazed at the circulation of yesterday, 40,061 net. This multiplied by at least six means a quarter million of people will read to-day's London Free Press.

The chief editorials I read in to day's issue with profound interest are:

First, "French Generals and German Generals."

Second, "Every Fox Must Pay His Skin."

Third, "Pepper Talks About Meeting Folks."

Fourth, "The Kaiser As I Knew Him for Fourteen Years," by Arthur N. Davis, D.D.S.

These comprise the most interesting series of articles I have read since the war began).

Fifth, "Just Folks."

Sixth, "Rippling Rhymes," by Uncle Walt Mason.

It gives me much pleasure to pre serve such an editorial page for future reference.

Respectfully submitted,

W. H. MOORE.

Lambeth, Ont., Aug. 20.

It Can't be Done

By Edgar A. Guest

SOMEBODY said that it couldn't be done
But he with a chuckle replied
That maybe it couldn't, but he would be one
Who wouldn't say so till he'd tried.
So he buckled right in, with the trace of a grin
On his face—if he worried he hid it;
He started to sing as he tackled the thing
That couldn't be done—AND HE DID IT.

Somebody scoffed, "Oh, you'll never do that;
At least, no one HAS ever done it."
But he took off his coat, and he took off his hat,
And the first thing we knew he'd begun it.
With the lift of his chin and a bit of a grin,
Without any doubting or quit it,
He started to sing as he tackled the thing
That couldn't be done—AND HE DID IT.

There are thousands to tell you it cannot be done,
There are thousands to prophesy failure;
There are thousands to point out to you, one by one,
The dangers that wait to assail you.
But just buckle in with a bit of a grin,
Then take off your coat and "go to it";
Just start in to sing as you tackle the thing
That "cannot be done"— and YOU'LL DO IT.

* * *

"Dud" directors—is a phrase used by an Englishman to describe boards of directors which many concerns carry as a penalty weight instead of as a help.

More businesses are wrecked by their di-wrecktors than there are by trade unions.

Incompetent leadership! Is not that a basic trouble in every line of business?

* * *

These are the three magic words of salesmanship—Listen! Agree! Oblige! But the average untrained salesman does not know the power of these words.

Usually, he has three other words—Talk! Argue! Compel! These three words have spoiled many a sale and lost many a customer.

Of course, I do not mean that a salesman should surrender to a customer; but I say that he should avoid all appearance of compulsion.

The art of salesmanship is in getting the customer over to your point of view without pushing him. And the secret of doing this is to really desire to be helpful, both to your firm and the customer.

If you don't believe this, please give it an honest trial on at least three customers. Try it for one day anyway, and see what will happen. Listen! Agree! Oblige!—*Herbert N. Casson.*

The Scientist in Ads

By P. O. D. in Saturday Night

WE have been struck lately by the appearance of a new figure in advertising—the scientist! Whether this is a result of the various present-day movements in favor of scientific administration and food preservation and all that sort of thing, we are in no position to state. We have never been scientific about such matters ourselves. But certainly those good and wise men the ad-writers, are giving science quite a vogue just now. They are taking it up, so to speak.

For instance, we were looking only the other day at an "ad." in praise of a certain attractive and no doubt very nourishing brand of beans. Heretofore beans have usually been recommended to a discriminating public by showing them in the hands of a beautifully gowned young lady, who smiles happily at them, suggesting in her pose that she is only waiting for the artist to go away so she can heat them up over the gas-jet and eat them. Or perhaps they are going to eat them together, just as soon as the picture has been sent off to the engravers.

But, now all that is changed. There is no pretty girl with a tin of beans in her lap smiling radiantly at the label. Instead we are shown a group of scientists, fellows with stern, clean-cut faces and bulging foreheads. Breathless and tense with concentrated intelligence, they lean over the table and glare fiercely at each individual bean, trying to wring from it the secrets of its birth, its joyous and sunny life on the vine, its sudden carrying off at the rude hands of some hired man, and finally its embalmment with pork or tomato sauce.

In every line of those cold and scientific faces you can read penetrating intellect and remorseless purpose. You feel how hopeless it would be for a bean to try to hide anything from them. If there has been any flaw either in its eugenic history or its baking, you know that these men will spot it at once with scientific accuracy, will drag the reluctant bean from its lair, and will hurl it ignominiously aside.

The whole scene is tremendously impressive. The scientific apparatus all about, the high foreheads and set jaws, the huge black-rimmed spectacles —all this is enough to make a really sentitive baked bean crawl in terror under the nearest piece of pork, supposing there is one big enough to crawl under. But, however trying to the beans themselves, it is certainly very reassuring to their prospective consumer. You realize at once that when these beans finally get to you they have passed tests which not even Caesar's wife could be expected to survive. Their purity is set at once and forever beyond all possible suspicion.

The text accompanying the picture is intended to carry out this impression. There are no eloquent and moving appeals to sentiment or appetite, no suggestion that these beans soothe and flatter the palate more than any others, no discreet hint that they are the chief article of diet among the socially elect. On the contrary the writer, like the artist, is concerned solely with the scientific aspects of the case. He praises the beans by showing how many calories they contain, as compared with the calories in sirloin

George W. Eads, of the D'Arcy Advertising Agency, St. Louis, at the recent Journalism week at the University of Missouri said:

"The best that the party newspaper can expect to do in the matter of circulation is to get slightly over one-half of the reading population of the county or community in which it is published. The independent newspaper, however, can appeal to every reader in a county or community. It has a field twice as large as the party newspaper".

THE CITIZEN

EVENING MORNING

Ottawa's Foremost Newspaper

is independent of both political parties. Being politically independent, The Citizen believes it has a wide appeal to members of both parties, and a greater opportunity for public service, as it can truthfully commend, or condemn, public men or measures, as the public interest seems to demand.

The Citizen to-day, selling at 2 cents per copy, has a larger NET PAID circulation than it had 18 months ago when it was a one cent newspaper.

The NET PAID daily average circulation of The Citizen for the 6 months ending:

March 31st was 28,506 (See A.B.C. Statement)

April	29,963	June	29,471
May	30,014	July	29,946

THE CITIZEN

EVENING MORNING

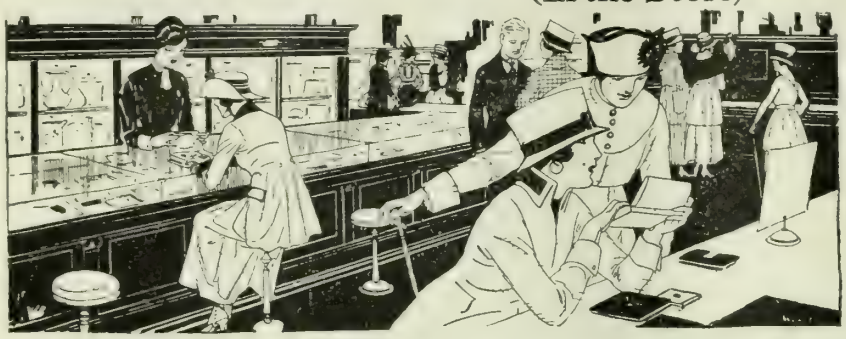
Official Organ Retail Grocers' Association

OTTAWA, CANADA

Members A.B.C.

First the Picture
(In the Magazine)

Then the Sale
(In the Store)



A woman goes up to a neckwear counter of a store, puts on a piece of neckwear and looks at herself in the mirror, because the mirror gives her a picture of how that merchandise looks in actual use.

Before she can be in a buying frame of mind for any merchandise, she must first see a picture of it in use, whether it be silverware, or a kitchen cabinet, a dress, or the latest cretonnes.

The Butterick Quarterlies devote a majority of their pages to describing and showing pictures of how merchandise that is on sale in the stores will look in actual use. This helps to sell goods.

The Butterick publications constantly show the use of the **line** which you manufacture, but they leave it to you to advocate your particular **brand.** They advocate the use of silk in general, but not your particular brand of silk; cotton but not **your** cotton; wool, but not **your** wool; hosiery but not **your** hosiery; corsets but not the special kind that you manufacture; thread, buttons, dress shields, but not **your** brand.

Here are several hundred thousand Canadian women who make their purchases because of the Butterick magazines. If you would like them to purchase **your** product, tell them about it in the Butterick magazines.

Canadian Butterick Quarterlies

Sold to their customers by 3,000 Canadian retail merchants

Published in Toronto. Average sale 80,000 copies per issue.

Rates and other particulars from

MANAGER ADVERTISING, CANADIAN BUTTERICK QUARTERLIES

53 YONGE STREET, TORONTO

steak or cheese or brown bread—all to the advantage of the beans, of course. It is surprising how many calories beans contain. We knew they contained something but it is only lately we have learned that it is calories.

The same scientific attitude is shown in a great variety of "ads."—can it be that advertising men copy one another's "stuff?" But, perhaps, it is due simply to the great and recent spread of industrial science. In many cases, we now see pictures of keen young scientists and wise old scientists and vigorous middle-aged scientists assisting in the sale of boots and automobile tires and soap and cigars and a whole host of things formerly advertised by smiling young ladies faultlessly gowned.

About the only advertised realm the scientist doesn't intrude into just now, is the corset ad. That most interesting article of trade is still "demonstrated" by lady-models of the various types of figure, from lithe and alluring to sumptuous and superb. Of course, advertisers might show a group of rather elderly scientists gazing with purely scientific interest at a lady attired in a fashionable make of corset and an air of childlike candor. But so far they haven't done so. Perhaps it is hard to make men look as if they were taking a purely scientific interest in corsets.

Another person who shares in the advertising popularity of the scientist nowadays, is the soldier. This is only natural and right, and we rise from our office-chair to cheer the gallant fellow in the trenches who is shown writing home to his sweetheart to thank her for the special brand of soap, or the particular make of safety razor, or the fountain pen, or the woolen underwear, or the tin of chocolate, or the waterproof boots, or the chamois vest, or the canned soup, or the patent pipe, or the Lord knows what, which she was so thoughtful as to send him. Isn't it grand to think of those brave boys spending their leisure hours writing artless testimonials? And yet there are people who pretend to be worried about the morals of the army!

At one time advertising writers and artists seemed to run altogether to babies—oh, professionally, of course. No breakfast food was considered sufficiently recommended, unless a large, fat, baby was depicted stuffing it into himself with a ladel, while he go-gooed rapturously at the photographer. As for toilet soaps of all sorts—good Lord, you would have thought that no one ever used such things after the age of three! And talcum powder the little beggars simply rolled in it! They must have raised a white cloud every time they moved.

Some of the advertisers of knitted goods managed very cleverly to combine the baby and pretty girl interest by displaying shapely young ladies with a couple of little tots at their knee, all tastefully and hygienically attired in combination underwear. To a forlorn bachelor like ourself it was a revelation of the sweet intimacy of domestic life. We could imagine the joy of going home at night and finding your whole family romping about in one-piece garments knitted to the figure. In some of the "ads." father also figured in his union suit he had probably kicked off his business clothes at the front door.

Well, all that light-hearted gayety is gone now from the advertising columns. This is a stern and practical day, and the "ads." with their usual subtlety and skill, reflect the mood of the time. Gone are the genial niggers who used to advertise brands of soup and cocoa and porridge. Gone are the girlies who were wont to smile out so winsomely from unexpected places, pushing lawn-mowers, or working patent wash-tubs, or baking pies with substitutes for lard. Gone, too, are the fat babies who gorged themselves publicly—gone or grown up. This is the day of the scientist and the soldier.

Who will be our favorite character in advertising to-morrow? It is a thrilling and solemn thought.

Earmarks of the Ad. Series

By Mac. Martin

THERE are, all told, thirteen methods of making each of a series of advertisements distinctly individual and, thereby, to hook the series into a chain. They are:

1—The name used in a uniform style of type.
2—The trade-mark.
3—The typical character such as the Cream of Wheat chef.
4—A slogan, such as "Eventually—why not now."
5—The same style of border.
6—A typical background.
7—A typical style of type composition.
8—A typical style of type faces.
9—Technique of illustrations.
10—Style of copy.
11—Uniform proportions.
12—A typical color such as the yellow we use in the Royal Lemon Products Co. advertising.
13—The same position in the publication. You will nearly always find the Cream of Wheat Co. advertisement on the second cover of magazines.

Naturally, no advertiser undertakes to use all thirteen in one series, but it is interesting to observe that they are all available and that it is possible to standardize in some of these elements in every well-ordered campaign.

Some advertisers give too much attention to one, some to another. We see campaigns in which the name of the product is printed in many forms and styles of type. In others, the trade-mark is over-played and the product under-played.

The Well-Treated Worker

AN expert foundryman says that a well-treated worker is one—
who is not forced nor driven;
who works efficiently rather than strenously;
who works in a pleasant, congenial atmosphere;
who works under the right working conditions;
who realises that the management is interested in his welfare;
who is not treated in a manner that creates worry and doubt regarding his future;
who knows that the question of exertion and fatigue receives due consideration by the management;
who receives something in addition to wages for his skill, efficiency, co-operation and extra efforts.

ABOVE-BOARD CIRCULATION

Publications listed below merit special consideration because their circulation records are subject to regular and rigorous examination by the Audit Bureau of Circulations. Present day advertisers want to know more than vague figures indicating volume of circulation. They want complete details, including facts indicating value. Bills for all other purchases are carefully checked to verify delivery; why not advertising bills similarly? The figures quoted below represent average circulation as may be verified by each publisher's latest report. A complete analysis, including all essential facts, is given in detail in complete A.B.C. Report which should be secured from publisher.

DAILY NEWSPAPERS

Calgary, Alta., HERALD (E) 23,926
The largest daily between Winnipeg and Pacific Coast. The Herald is the recognized advertising medium of the western prairie provinces. A big paper that expresses the progressive spirit of the Great Canadian West.

Edmonton, Alta., JOURNAL (E) 17,845
The one outstanding daily in Central and Northern Alberta.

Lethbridge, Alta., HERALD (E) 5,326
One daily in big prosperous farming district, one of best markets in west.

Brantford, Ont., EXPOSITOR (E) 8,125
In a city of 5,900 homes has a guaranteed local circulation of over 5,500.

Kingston, Ont., BRITISH WHIG (E) 5,859
Only A. B. C. paper in Kingston or district. A 2c. evening paper selling solely on its merits.

London, Ont., FREE PRESS (M. & E.) 41,666
Produces best results for most local, national, classified advertisers, provable.

Ottawa, Ont., CITIZEN (M. & E.) 29,640
Protects legitimate advertisers by refusing liquor and all medical advertising, etc.

Stratford, Ont., HERALD (E) 3,303
Only A.B.C. paper. Largest circulation, both total and local, and steadily gaining.

Sherbrooke, Que., RECORD (E) 10,447
Exclusively home Daily of 65,000 English people in Southern Quebec.

Moose Jaw, Sask., TIMES (E) 7,483
Largest circulation in its trading territory. Oldest, largest and best medium.

MAGAZINES

CANADIAN COURIER (Bi-W) Toronto 50,000
Now goes into one in ten English speaking urban homes in Canada.

CANADIAN HOME JOURNAL (M) Toronto 27,111
During 14 years has been building up a select clientele of loyal interested readers.

EVERYWOMAN'S WORLD (M) Toronto 119,149
The dominant selling medium in all cities towns and villages throughout Canada.

AGRICULTURAL MEDIUMS

CANADIAN COUNTRYMAN (W) Toronto 37,767
Editorial weight. Large circulation. Record of results.

CANADIAN FARM (S.W.) Toronto 23,026
A farm paper for the producing farmers with the most complete market service in Canada.

TRADE NEWSPAPERS

HARDWARE AND METAL (W) Toronto 3,529
Canada's National Hardware Weekly, published every Saturday since 1888, and receives highest subscription price of any Hardware Trade Paper in the World, because it gives real service. Subscribed to by practically every worth-while hardware buyer, wholesale and retail, in the Dominion.

CANADIAN GROCER (W) Toronto 6,025
Canada's authority on grocery markets and conditions for 31 years. Particulars on request.

Through Our FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
231 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than any other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED

The Settler's progress

Doubtless you have read of the treasures the Spaniards found and freighted home from El Dorado and the islands of the West. Your imagination as a trader has been stirred by the exploits of the doughty adventurers of Elizabeth's day and the rich profits they made by trading into the ports of India, Persia and the Southern Seas.

Western Canada has developed and is growing in population, wealth and importance in a way that sets a new record in history.

The richness and productivity of the lands, mines, forests and waters of Western Canada are illimitable. A man possessing the will to work, and industry, can establish in Western Canada a modest, comfortable home, secure his land and "outfit" with small outlay of money. In one year (as a rule) he has commodities to sell which the world is clamouring to buy.

The settler's progress, from the time of harvesting his first crop, is one of the most interesting developments you can contemplate. His original "Shack" is discarded. His crude furniture and furnishings are replaced by goods of better grade and higher price. His original barn is razed or turned over to the chickens, and in its place appears a huge red-painted one equipped with labor-saving devices and modern ideas.

Then from year to year he acquires gasoline engines, threshing outfits, gang plows, manure spreaders, tractors, cream separators and automobiles. He insures his life and his crops. His house is connected with his neighbor's by 'phone and contains sewing machines, phonographs, typewriters and books. He buys Victory Bonds and other gilt-edge securities. On a per capita basis, he is one of the largest consumers of goods in the world.

These Journals, edited by practical men, authorities on the subject of agriculture, enthusiastic for the individual and national betterment of the West, are closely and constantly read by the great majority of the Western Farmers. They get their knowledge of what you are selling from the advertisements they contain. The best interests of your business demand that your goods be brought to the attention of these men.

Your Advertising Agency will give you details of rates, circulations, etc., of these papers. Or any information you desire as to the market in Western Canada for your goods will be gladly sent upon application to any or all of the Farm Papers listed below.

The Farm Papers of Western Canada

CANADIAN THRESHERMAN AND FARMER
(Monthly) WINNIPEG (Member A.B.C.)

FARMER'S ADVOCATE
(Weekly) WINNIPEG (Member A.B.C.)

GRAIN GROWERS' GUIDE
(Weekly) WINNIPEG (Member A.B.C.)

NOR' WEST FARMER
(Semi-Monthly) WINNIPEG (Member A.B.C.)

The Place of the Package in Marketing

"IF I were going into business again and had only a hundred dollars I'd spend ninety-nine getting the right kind, design and color of package. That's how important I consider it."

Thus speaks a man whose wonderful success guarantees a sound knowledge of the elements that make success.

"Take So-and-So" (a well-known dessert). "You must have seen some of their beautiful four-color full-page illustrations in the big magazines—mouth-watering, eye-captivating jellies that almost shake as you look at them—and somewhere on the page, toned down to an almost phantom effect, a diminutive reproduction of the hideous package that doesn't fit with the illustration or the product any more than a paint can would be appropriate for attar of roses."

"Again, consider so-and so's washing powder. They have almost created a style in advertising art work—yet the package is a plain, almost ugly receptacle, which cannot be introduced into the advertising without bringing in a jarring note."

He mentioned a round dozen of the products of well-known firms, pointing out the ones that, in his opinion, had suitable packages and the tremendous selling value of the package apart from aesthetic satisfaction.

There is no doubt that a little care, thought and expense given to the appearance as well as the utility of a package is repaid many times over.

WE will be glad to co-operate with you in devising new packages—or improving old ones—to the end that they may have the utmost in selling value. Our experience with an almost endless variety of packages to meet many different requirements is at your service, without obligation.

Write, 'phone or wire

RUDD PAPER BOX CO.
LIMITED

372-374-376 RICHMOND ST. WEST
TORONTO

It Multiplies Executive Power

How to dodge detail—avoid chafing detail work, and at the same time keep your fingers on the pulse of business activity—this, probably, is one of your hardest present-day business problems. If your desk is piled with an agglomerate of papers—if you can't classify and arrange each report, each important paper as it comes to your desk so you'll be able to get it again quickly—then detail's going to blur your vision of the big constructive affairs. The "Office Specialty"

EFFICIENCY DESK

was built for busy men who handle big affairs—men who count constructive thought a mighty business asset—who want to keep their fingers on the pulse of business, and yet insist on freedom from small detail.

In it you hold right at your fingers' ends important papers, the vital records that keep you in touch with the whole organization, *classified* and available for *instant reference.*

Whether you are the General Manager, Sales Manager, Ad man or Buyer, this automatic "private secretary" is on the job with you and for you every business hour, ready to get, surely and quickly, that very paper you want at a moment's notice.

If you want to know how an "Efficiency Desk" can help you to multiply your executive power by taking care of your detail, drop a postal in your mail basket to-night for complete information.

THE OFFICE SPECIALTY MFG. CO., LIMITED
Home Office NEWMARKET Canada

Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg Regina Edmonton Calgary Vancouver

OFFICE SPECIALTY

LABOR SAVING OFFICE DEVICES "E and E" TIME IS MONEY

FILING SYSTEMS

Marketing
and Business Management

Edited by
W.A. Lydiatt

If Your Product is "Different"

Even admitting the wisdom of cutting down production costs by increasing the output, and agreeing that the logical way to attain increased demand is by advertising, some manufacturers say:

"All very true; but my product is different."

Quite so. In twenty-eight years spent in creating buying impulse, we have yet to approach a campaign which did not require individual consideration. Cut-and-dried plans would never have secured for us a greater volume of business than any other two advertising agencies in Canada.

Certainly we would never have been called upon to handle so many campaigns for the Government of Canada. These were essentially "different" campaigns.

If your product or proposition is "different", it is all the more reason why you should write or see us about advertising.

A. McKIM, LIMITED

Advertising Agency

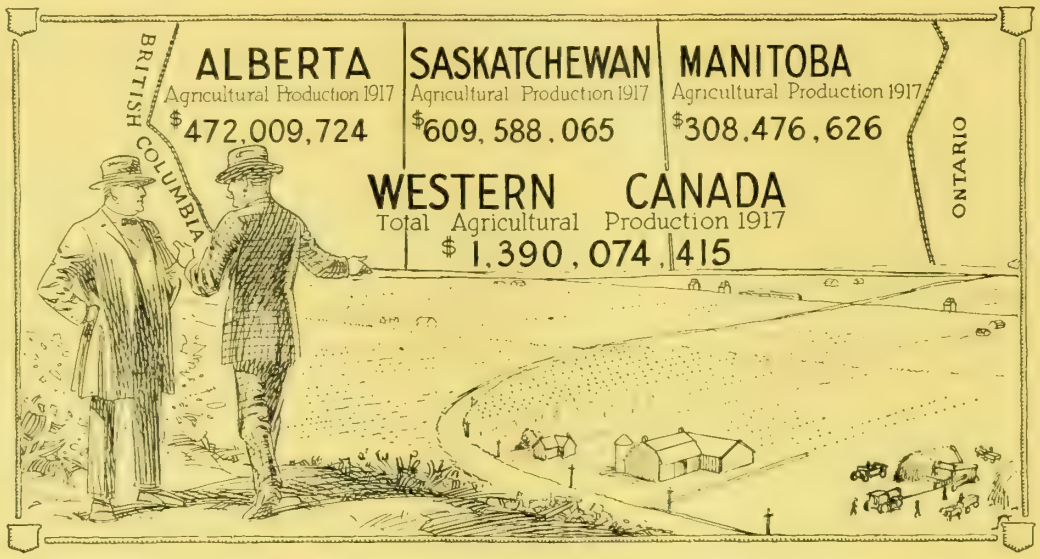
MONTREAL TORONTO WINNIPEG LONDON, ENG.

PUBLISHED AT TORONTO, CANADA

20 Cents a Copy

OCTOBER 1918

$2.00 a year



"Here is your market—"

SO far as Western Canada is concerned, most people live "in the country." The last Dominion Census show that 64.31% of Westerners are farmers and ranchers. Therefore the farmer represents your BIGGEST MARKET in the West.

Not only are the farmers numerically greater, but they are by far the largest consumers of goods per capita. It is the "farm trade" that supports the dealers in the small towns. The needs of the agriculturists are more diversified and most important from your standpoint because they buy for their personal needs, for their families' requirements, and for the operation of their farms.

These farmers—this 65% of the West—represent a great and increasing faction of Canada's buying power.

Automobiles increased 80% last year in Western Canada. (Indicative of Greater Wealth.)

The Tractor finds its largest and readiest market in the West. (Indicative of Greater Production.)

The Western Farmer is producing, expanding and consuming at high speed. (Indicative of a Big Market for You.)

These people should be familiar with your Trade Name and merits of your goods. This applies to practically all classifications of merchandise. These are the men who subscribe to and read the Farm Papers of Western Canada.

Why don't you set out to energetically cultivate the trade of the Western Farmer? Why don't you advertise constantly and aggressively to this prosperous and numerically increasing class of citizens? The Farm Papers listed here provide you with a compact and economical medium for sending these people, the reasons why they should buy your goods.

ANY or all of the journals listed below will give you the fullest details of the market for your goods which is represented by their subscribers. These journals maintain an organization which is in close touch with the dealers, distributors and consumers of the territory they serve. The future of your business in Western Canada justifies immediate action on your part.

The Farm Papers of Western Canada

FARMER'S ADVOCATE
(Weekly) WINNIPEG (Member A.B.C.)

NOR'-WEST FARMER
(Semi-Monthly) WINNIPEG (Member A.B.C.)

GRAIN GROWERS' GUIDE
Weekly WINNIPEG (Member A.B.C.

CANADIAN THRESHERMAN AND FARMER
(Monthly) WINNIPEG (Member A.B.C.)

Marketing

is edited and published for business executives who are interested in employing better, surer, less costly methods of marketing their goods. Its aim is to bring to you, out of the experience of scores of successful concerns, in many lines of business, the "why" and "how" of their sales methods, vital secrets of success in selling, explanations of sales policies, sales organization, sales management, sales methods, sales plans which have proved successful.

The practical nature of the editorial program is evident from the following topics:—

Weak spots in many letters;
Good and bad start-off in letters;
How to get your letter read;
How to build up your argument;
The strategy of securing action;
Secrets of successful collection letters;
New "catalog" or folder-letter;
Letters that land orders;
How to follow up prospects;
Letters that build customers' good-will;
Efficient enclosures;
How to plan return cards that return;

Why and how to make market investigations;
How to formulate sales policies;
What makes a sales organization successful;
Importance of sales records—how to get and use;
Fixing sales tasks—the quota system;
How to determine; What to expect of a salesman;
How to make your salesmen bigger producers;
Planning your sales-effort to stabilize output;
How to control salesmen's expenses;
How to pick salesmen who'll make good;
Bonus and profit-sharing plans for stimulating salesmen;
What salesmen earn and how they're paid;
Salesmen s contests that have been successful;

all of which are dealt with in the series of articles announced herewith—illustrated with literally hundreds of illuminating examples showing the strategy which wins business battles.

In addition there will be many articles disclosing the intimate details of successful sales and advertising campaigns, the regular helpful departments dealing with writing advertising copy, preparing paying printing, etc., and hundreds of thought-stimulating reports of all manner of selling and advertising activities.

In Next Month's Issue

Some of the editorial plans on which we have been working for some months past will begin to "blossom out." You will begin to realize that "MARKETING" is a magazine which no keen and wide-awake business, sales or advertising manager or anyone interested in marketing methods will want to miss reading regularly every month. Large salaries and fees are frequently paid to secure the benefit of the knowledge embraced in what we will publish during the coming months. Such information is not easily nor cheaply secured—but we have gone after the best, and are getting it for "MARKETING'S" readers.

In November "MARKETING" there will be another article by Louis Victor Eytinge—the beginning of a series on

Better Business Letters

How to Write Them

If there is a man on the Continent who has won greater fame or who commands higher fees as an expert in the preparation of successful business letters, we have yet to hear of him. The articles he is preparing for MARKETING will deal with all types and phases of business correspondence. Passing by the elementary requirements of form, punctuation, grammar, etc., Mr. Eytinge tackles letter problems as they confront the average business man in his every-day work. He writes for those who want to make their letters pay—those who use their brains instead of their fingers.

"LITTLE LIMPS THAT LAME LETTERS"

the title of next month's article deals with weaknesses common to many letters. Like all the articles in the series, it will be illustrated with many examples from actual use.

How to Run a Successful Sales Convention

is another article ready for November "MARKETING" which anticipates the many gatherings of salesmen occurring at the close of the year. Here is a description of many successful methods of getting the most value out of these gatherings, what things to avoid, etc.

The sales-convention idea, in itself, is as sound as money; but no good in practice, if not worked out properly. Some concerns don't attempt to develop it—just adopt the general idea, raw. This article includes information for which, in the form of a special report, many firms have paid $25. It is worth many times this amount to any firm having a sales convention on the calendar.

In Preparation for Early Issues

Successful Sales Organization

by E. St. Elmo Lewis

Mr. Lewis needs no introduction to Canadian business men. He is probably the foremost authority on sales organization and management. His counsel is sought by many of the largest industrial concerns. He is widely known as the author of "Getting the Most Out of Business," "Efficient Cost Keeping," "Creative Salesmanship" and other business books of great practical value. Recently he applied efficiency principles to selling methods in some articles which appeared in "INDUSTRIAL MANAGEMENT" and this material is being revised and elaborated, with many illustrative examples, especially for the readers of "MARKETING." This most important and thoroughly practical series of articles will begin in an early issue and continue for some months.

An eminently practical series of articles reviewing the

Sales Management Practises

followed by the most successful firms in many different lines of business, operating under many different conditions. Not a word of theory—no magic-working advice—but a limitless fund of experiences with every-day sales problems and how other sales managers have solved them. Fuller announcement later.

This wealth of practical business-building information, gathered at many hundreds of dollars of expense, is yours for $2 by subscribing to "MARKETING" Canada's only magazine of business.

SEND YOUR SUBSCRIPTION NOW

Selling that man—the Retailer

The Retailer and the wholesaler, also—can be "sold" your line by means of your advertising in MACLEAN'S MAGAZINE; and for this reason: Both retailers and wholesalers receive MACLEAN'S MAGAZINE in their homes, as subscribers. Business men are particularly attentive to the advertising pages, and their good-will goes inevitably to those firms and goods advertised to the consumer.

The subscribers to MacLean's business papers **Canadian Grocer, Hardware & Metal, Dry Goods Review, Men's Wear Review and Bookseller & Stationer**) are canvassed faithfully—and successfully—to become subscribers to MACLEAN'S MAGAZINE. Also, they see MACLEAN'S MAGAZINE regularly advertised in these business papers, and this helps to "sell" MACLEAN'S MAGAZINE to retailers and wholesalers.

So when your advertising appears in MACLEAN'S MAGAZINE, you get to both the consumer and the distributors of your goods, at one cost. This advertising in MACLEAN'S MAGAZINE helps your travelling representatives, and to hold those customers you already have. Herewith we give you brief particulars of both MACLEAN'S MAGAZINE and FARMERS' MAGAZINE, each a national medium of the highest class, and giving you a combined circulation, for 1919, of

Hundred Thousand Copies Monthly

MACLEAN'S MAGAZINE

Canadas's National Magazine

MACLEAN'S, goes to the very best classes among Canadians. Its circulation is built up and held by the very best methods, without the use of premiums or special inducements. Each subscriber pays full cash price—$2 a year. Circulation is now 60,000 copies monthly, and our aim will be 70,000 in 1919. Every copy printed is needed for mailing to subscribers, the newstands, and by our personal representatives who canvass Canada all the year round from coast to coast.

Beginning with the January issue 1919, MACLEAN'S will have a new page size 700 lines to the page. The size of the page of the Saturday Evening Post.

FARMERS' MAGAZINE

Semi-Monthly

ADVERTISERS say that the quality of the replies they receive from readers of FARMERS' MAGAZINE is the best they get, and that the results are the best. This is because of the class of subscribers.

FARMERS' MAGAZINE has a strong Women's Section in every issue—a feature which helps to secure for this magazine its exceptional value as an advertising medium.

Circulation is 30,000 copies each issue, guaranteed by an A. B. C. audit. Page size will be 700 lines to the page with January first issue, 1919.

Together these two magazines give an advertiser a national campaign. A campaign of full page spaces in both magazines, for 1919, will cost as follows: 6 insertions in each, $2352; 12 insertions in each $4536. Minimum line rate in MACLEAN'S MAGAZINE is 35 cents; in FARMERS' MAGAZINE, 18 cents these rates for 1919. Send for rates covering the remainder of 1918. Contracts placed in 1918 cover 12 months from date of contract.

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MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO DOLLARS A YEAR

Devoted to the Problems of Selling and Advertising in Canada

W. A. LYDIATT, Editor and Proprietor

Vol. XII, No. 8 TORONTO, CANADA OCTOBER, 1918

THE FLANK ATTACK IN LETTERS

"Dotted line" victories won by getting around the barriers of indifference and combativeness which oppose all selling effort. Letter strategy which has proven effective.

Written for MARKETING by
LOUIS VICTOR EYTINGE

THE turning points in this Great War are passed. No more do we dread the morning's news, fearful of some grave danger impending. The worst is over—and—the flank attack is primarily responsible. We may give all due credit to Foch and his strategy, to Haig and his steadfastness, to the Americans and their fresh vigor, but essentially the victory is due to the flank attack. When Foch sent his forces crashing thru the Soissons-Chateau Thierry flank, when Haig headed his men against the Albert-Motdidier flank, they compelled withdrawals at the front. So is it in selling, in advertising, in letters.

Every business executive knows that the frontal attack, in selling, causes the prospect to raise his guard against these selling efforts. It is a sub-conscious building of barriers, true, but it is provocative of the indifferent answers of "not today," "not in the market," "not interested" and the like. If the salesman can get inside those barriers and submerge his personality into that of the buyer and from the latter's viewpoint demonstrate his proposals, the result is the dotted-line victory.

There has been too much of the frontal attack by writers of form-letters. They have pitched their openings in such sensation-seeking style as to produce a strained composition, for the suspense must be sustained or the letter is lost. They have gone at their work bluffly and bulldozingly, forgetting finesse, strategy and the flanks. Of recent years, there has come the natural and decided reaction, as the power of the letter comes to be more understood.

The First National Bank of Belleville, Illinois, wanted to increase its savings deposits and planned a series of letters. Did these carry any scare-crow copy about the horrors of old-age unprovided for? Ah no! their first letter pictured the bank's president holding out a pass-book, with the bank's fine building shown on the other part of the letterhead, while the copy began:

"Good Friend:

"The tinkling of the coins in the teller's window had ceased. Our men had left and the bank was closed for the night.

"I stood alone in the bank and looked about. There was the massive, burglar-proof vault, guarding the savings of many of our people; there was the cashier's office and next it the teller's windows at which you may sometimes stand to deposit or receive money.

"And then I wondered if you knew how much our bank can help you in realizing your ambitions"—etc., etc.

Do you feel the atmosphere, the element of mystery that almost calls for soft music and a darkened stage? What is to come next, a burglar or the banker's daughter? But the suspense ends when he begins to talk about helping you realize your ambitions—when he turns, apparently, away from business, stops in after the day's work is over, to write you a simple, sincere, friendly letter advising how his bank can help you to the future. There was no brutal bludgeoning with "You lose money unless you bank with us," or no braggart boasting "This bank is the one bank for you because of its strength and standing," but a manly, human talk from a considerate acquaintance. The letters were a real and lasting success.

Suppose you want to make use of a testimonial letter in furthering the sales of your product. Would you go at it in brusque "I am here to sell you" fashion, or scare your fish with "this testimonial is a lure," or "the enclosed testimonial proves what Blank Line can do in your business?" Yet, too many of us do that very thing. The Angier Mills sell protective wrappings to many lines, among others nurserymen. They had just received a splendid testimonial from the Gardner Nursery Company and, A. B. Hall, their advertising manager, proceeded with the narrative style of letter, saying:

"The Gardner Nursery was established in 1869.

"For 45 successful years they have packed their nursery stock, sometimes in one material, sometimes in another, but always on the lookout for something better.

"Finally, Quickwrap came to their attention, and the enclosed letter, which they voluntarily wrote us, tells the story of . ." etc.

That letter was one of a series that brought back orders totalling $19,246 and that too, from a list of only 1,000 nurserymen! Why did it succeed? Because it opened so simply, slipped inside the guard with the ease of a short story, which it was, in fact. You've picked up its prototype many a time, a story opening something like this:

"Madeline Wilson was born thirty years ago.

"And yet, for all her splendid poise, her striking beauty, her appealing dress, she had sought and sought the answer to her great difficulty.

Then one day, she met The Man and . . . " Just as you are tempted to find out what was the thing she sought, so were Gardner's fellow-nurserymen lured into listening to his experiences, experiments and results and the whole thing was so DISARMING that its purpose was achieved before one had a chance to erect barriers.

The secret of the success of a good mystery or detective story is that it plunges you speedily into the unravelling of the plot, with no slackening of interest. That is the idea behind the following letter, written for one of my clients, a Pennsylvania oil refiner:

WHEN it is possible to write a few letters that will bring orders totalling $19,246 from a list of only 1,000 prospects, as did those mentioned by Mr. Eytinge in the accompanying article, the value of studying the construction of successful letters needs no argument. Letters are the most intimate, and can be made the most valuable form of selling and advertising. So much business has come to be transacted through the mails—and their latent possibilities are practically limitless. Mr. Eytinge is preparing a series of articles on MODERN business correspondence, to appear in forthcoming issues, of which the accompanying article is typical. Mr. Eytinge is a past master in the arts of letter-writing. Through persistent study and analysis, many tests and experiments, he has acquired a skill in letter construction which enables him to command seemingly extravagant fees. He writes for those who use their brains instead of their hands. What he has learned he believes any man can learn who will seriously study the interesting problems involved. All phases of every-day business correspondence will be covered, illustrated with hundreds of examples from actual use, some of them letters with astonishing records of results. Another article will appear in our next issue.

"It was in the Superintendent's office of a busy Buffalo shop, when the sudden slackening of the whirring wheels made him leap to his feet to peer through the glass partition at the gathering workers in one of the aisles.

" 'Hot box on main shaft of milling department, Sir,' reported the running messenger.

"Touching the hurrying Superintendent on the arm, I reminded him that my life-work is lubrication and perhaps I might be of some service. He grinned a welcome 'surest thing you know' and led the way.

" 'Third time this week for a hot box at this end of the shop,' spoke up the foreman. 'Mebbe we'd better true up all our shafting.'

" 'Hardly think that's the trouble,' came my hurried interjection, as I saw my opportunity and pulled out my pocket testing outfit. 'Let me have a sample of your oils.' They stood around interestedly, as I whirled the centrifuge, dipped with the hydrometer and, nodded understandingly when I showed them that their oil did not have enough viscosity. "The high speed of your machinery develops a friction that heats bearings unless you use an oil that preserves a fine frictionless film. Your oil is a Western asphalt base with a viscosity of about 2300 at 72° F. Heat that stuff to the boiling point and it has but ONE THIRTEENTH OF ITS FORMER BODY, so that it speeds out of the bearings and you have a costly hot box. The proper Pennsylvania parafine base oil will solve your lubrication troubles and give you efficiency plus economy.

"Today's mail brings the sequel, in a report from this industrial plant, summarized: 'Figured on a basis of price and results, our old oils were but 71% as efficient as those you recommended.'

"May we not aid you in securing lubrication efficiency? If you will indicate the purpose of the various lubricants used in your plant, on the enclosed data sheet, we will gladly give you the benefit of our forty years' experience and send you sufficient oils of a type best suited to each requirement. This, of course, at our own cost.

Yours for service,

"The enclosed booklet on viscosity may prove helpful in telling how to test oils."

Note carefully the opening, off hand, without any straining for effect, how it plunges you speedily into the plot, with a constant and ascending reading interest. Feel the movement accel rating your reading as you come to such *action phrases* as, "sudden slackening," "whirring wheels," "leap to his feet," "gathering workers," "running messenger," "hurrying superintendent," "stood interestedly," "nodded understandingly," etc. Then note the entire absence of selling effort, which is put in the form of an offer of service. This was purely a flank attack. It pushed its way past office barriers, past purchasing agents and engineers and won their approval, their surrender. It is a form that can be adapted to any business, no matter its nature, and has brought results wherever properly used.

How many dealers have you lost in the last year or two? Do you want to get them back on your books? Don't go at them with a blunt, frontal drive, saying in effect "There's nothing wrong and we're entitled to your business," for others are telling them the same thing. Don't begin any letters with a reference that they've not ordered and you've got some special bargains for 'em, as they'll disdain the lure. Try a pleasant little "put yourself in my place" wedge, as did Simmons, the glove man. This glove house checked up their lists and found that 425 dealers were no longer active buyers and out to them went a letter that was rich with a fine imagination and used the visionary approach. All the way, the *reader's* experience is appealed to—the answer is based on his judgment. The neatest flank attack always is that surest form—talking about the other man's views—for no man is more interested in any one thing than—HIMSELF. This letter brought in 15% of returns, divided into: 32 direct orders of a value of $1,100, 15 payments of past due accounts totalling $788, replies from 103 said that they would buy more Simmons gloves when stocks were lowered a bit, 32 gave poor business an excuse for not ordering, while 9 had specific complaints which offered possibilities of adjustment. Judge then, the real value of this letter:

"Ever had a good customer suddenly quit buying in your store? If so, what did you do? You waited until you saw him again and then said, quite frankly: "We haven't seen you in the store lately, Mr. Jones. What is the matter?

"You went at him *straight from the shoulder*, in an attempt to find out the real reason why he quit you. Then Mr. Jones probably told you EQUALLY FRANKLY his reasons. If his complaint was a just one and you had made a mistake—we're none of us perfect—you did your level best to make amends.

"That is just the attitude in which I am writing YOU this morning. I can't see you face to face, but I can TALK with you. We haven't had an order from you since last fall and I would certainly appreciate it if you told me "right out in meeting" WHY NOT? If any department of this business has failed you, I want to know it. The fact that this business isn't PERFECT is surely not due to any lack of effort on our part, or because we aren't trying to make it so. Every season finds us grown out of last year's clothes—literally so this year, when we had to move into larger quarters. Every season finds us selling better gloves and working harder WITH our customers to make THEIR sales larger and better.

Just put yourself in my place for a minute or so. Turn this sheet over NOW, and answer this letter as you would like to have it answered if you had written it. Don't mince words. Give it to me "hot off the bat." Enclosed is a stamped envelope to make an answer convenient.

"I am looking forward to hearing from you with the keenest interest."

Very sincerely,

"P.S.—I am enclosing two yellow order blanks. If, as I sincerely hope, nothing is wrong, and you have merely overlooked filling in your stock, these blanks will prove an easy way for you to tell us your needs. Any gloves that we send out must please you, your salespeople and your customers, or we do not expect you to keep them."

A great paint house wanted to make sure that its white lead would be specified by builders of apartment houses, for wall coatings. They did not indulge in a frontal attack, saying, "Dutch Boy white lead is the best wall coating for your new building," as that is a claim any dealer in superlatives could make. Every letter that went out showed a smeary, blotchy, thumb-print right at the end of the salutation, while the copy was linked up to this idea, thus:

"SMUDGE FINGER PRINTS, SIMILAR TO THIS ONE, soon appear on interior walls. Every year owners of buildings pay out thousands of dollars to have these and other unsightly marks recovered by paper or paint, because paper and many paints *will not stand washing*."

"White-leaded walls, tinted or white, are washable, lukewarm water and mild soap will clean, freshen and sanitate them, without injuring the most delicate finish."

"Frequent painting is considered unnecessary. Right there is one good dollar-saving reason why you should have your architect specify Dutch Boy white lead throughout (for walls as well as woodwork) for the apartment house you are building at 2131 Marquette Ave," etc.

(*Concluded on page 28*)

LOUIS VICTOR EYTINGE

who is preparing a series of articles for MARKETING on the writing of better business letters. Without any previous training or experience he has, by earnest study and analysis of business letters, made himself the most famous letter expert on the continent, commanding the highest of fees from large and small businesses. There may be a knack—it may be genius—but Mr. Eytinge thinks it is largely a matter of taking your letters seriously—enthused with their marvelous possibilities, concentrating, studying, analysing, experimenting until the "knack" is finally acquired. He will try and help you better your letters by closely analysing several hundred letters of various kinds from actual every-day business use. His articles begin where the elementary requirements of form grammar and punctuation end. You would gladly pay all that we will pay Mr. Eytinge to tell us what he has learned. But you get it all, along with lots of other practical help, with your subscription to MARKETING.

AN ADVERTISING MAN WHO WAS A FAILURE

There may be a timely warning here for some man without a definite goal, who is drifting or shifting to a "stalemate". A fact-story of business experience.

As told to the Editor

THE story of Dave Stone, as we'll call him, told me in the solitude of a Northern fishing camp, is worth passing on. Though Stone was "drawing" $4,000 a year, he felt he'd been a failure. Hear his story, in his own words.

I never got to the University, though I prepared myself for it. My father died, and I had to go to work.

I got into an advertising department and became a copy writer. After four years of this sort of work, with occasional increases in salary, I found similar employment in Western Ontario; and later went to Toronto. There I was with an advertising agency, and was getting $40 a week. I was thirty-two years of age at this time.

Advertising men are a restless class. It is comparatively easy for them to sell their services at any time, almost anywhere. At any rate I jumped about a good deal, not by my own will so much as by the will of others. I became known as a good copy-writer, and offers were made me from time to time, and I usually followed the lure of a few dollars more a week. I had a certain amount of initiative and a good deal of creative ability, and, as a consequence held some good positions. My salary moved up to $4,000 a year, and there it remained. My friends and associates think I'm a star man, getting an enviable salary; but as I see it, I am all kinds of a failure.

Spends All His Salary

In the first place, I've never saved $1,000 nor half this sum in my twenty years of employment—that is, outside of what I have saved up in the form of life insurance. Latterly, I've come across that remark of J. J. Hill's several times—

> "If you want to know whether you are going to be a success or failure in life, you can easily find out. The test is simple and infallible. Are you able to save money? If not, drop out. You will fail, as sure as you live. You may not think so, but you will. The seed of success is not in you."

And every time I read these words I am condemned.

I have been analyzing my own case, latterly, for I am nearing my 10th year, and the future for me is not very well assured. I am still in the employed class, and though, at the present time, I am still receiving $4,000 a year, I cannot hope to keep this salary for long. I will be replaced by a younger man, if not a better one, and when that day comes, I will have difficulty in obtaining $4,000 from any other employer. Unless I do something of a radical nature, I shall be counted among the "has beens," and that will hurt.

Liked Moving About

One cause of my present unstable state is that I moved about too much. Now, as I look back, I find that I would probably have been much further ahead financially, had I stuck with any one of three or four firms I served in past years. I could have remained with them, and had I remained it is very certain that, in course of time, I would have been promoted, to hold eventually some official position, and, perhaps, have an interest in the business. But I kept pulling myself up by the roots, and so never took root, and never grew.

Another contributing factor to my failure was my purposelessness. I had no objectives. I did the work assigned to me in a superior way, and was content to serve. I was self-deceived, and deceived by others. I thought, and was told, that I was a star man, and this contented me.

I had no goal. My course in life was directed by others, and I went along this zig-zag way blissfully blind, and quite indifferent as to where roads led. So long as I made $4,000 a year, why worry?

Stone Has Been Surpassed

I cannot keep myself from contemplating the careers of many of those I have worked for and with, and many I know. I see them getting ahead in the matters of position and income. Many of them are my juniors, many my inferiors mentally and in ability and in education; but they possess qualities which I lack, and these possessed qualities are sending them forward and upward. Their future seems assured.

Some of these men are professional men—doctors, and lawyers; some are retailers; some are manufacturers; one or two are publishers; some are advertising agents; some are officers in prosperous companies. Nearly all have an established status socially or as citizens, and not a few are identified with movements or organizations which put their names and service into the newspapers quite frequently. A good many are ambitious, and a few are downright rogues who keep clear of the law.

So you see why I regard myself as a very great failure.

Is a Good Counsellor

The odd thing is that I am frequently consulted by other men—particularly younger men—who come to me for advice. They say that the vice of old age is ad-vice. I am beginning to think it is true.

A few months ago a man in our company received an offer from another organization. In our firm he had no special prominence. Indeed, he was rather untried and unknown, because he was but a recent comer to us. The proposal made to him was that he should become assistant manager of an important organization at an initial salary of $2,750 a year. This was a better salary by $250 than the one he was getting from our Company. He wanted to take the new position, and spoke to me about it. I dissuaded him from the idea. I asked him why he was eager to go to the new work, and he said—"To get into the lime-light more. From that position I shall be able, I hope, to step into a better one in a short time."

This man is 32 years of age. He has great ability; also great handicaps. The argument for not changing I used with success was: 'Who's running your life—yourself or others? Here you tell me you are going to use the new position just as a stepping stone. In other words you are putting yourself on the auction block in a more public market, awaiting the coming of someone who will buy you at a higher figure. Now, my advice to you is that you run your own life, that you establish an objective, and let nothing and no one divert you from or halt you in the course that leads to the goal you have set. Have you a goal? Are you going somewhere or are you just wandering around? If you let others run your life for you, you'll probably never get very far forward. Become the director of your own life. Define your goal. Stay in your present position as long as you can. Make salary secondary for the present. Save money Acquire capital. Prepare yourself for the work and position you are working towards. Then, when you are all ready, in the matters of preparation and capital, give up your present work, and enter upon the career you marked out for yourself.'

I think this to be good advice. At any rate, I wish someone had convinced me of this when I was 32 years of age.

A Bad Manager Kills Initiative

A man of ambition and ability came to me not long ago to ask my advice. He serves a manager who likes to manage. This manager uses men as pawns. He wants good men to serve time, and he pays them well enough; but he has a non-conquered tendency to make men puppets. He puts men here and there. He keeps them busy doing work of his assigning. He makes his men mere servants.

Jones—we'll call him—came to me to put his case before me. He said that he wanted to manage his department, but that (.....), call him Smith never gave him any chances, that he was kept busy all the time doing Smith's bidding. Jones has a constructive mind —is a builder by instinct; but Smith was making him just a common hod-carrier. So Jones was unhappy.

I said to Jones: "You'll never accomplish much if you let Smith impose his

will on you always. If you want to free yourself, formulate a programme for your department, and take it to Smith, and sell him your idea. If he approves put it up to him clearly and sharply that you must be given liberty, freedom from interference, to go ahead with your program. Have it clearly understood that you are not to be switched off or away from your work doing odd jobs for Smith. Have it clearly established that you are a director, not a tool; and that your ideas and initiative are to govern the conduct of your department.

If Smith won't give you wha you want then have the courage to say to Smith. "I'm quitting. I can't afford to work for you. I must work where the best that is in me can find free expression. Besides, I want my life and work to have direction and a goal. I won't let you or any other man knock me about doing chores. You're paying me well enough, and I've got to earn what I'm paid, and make myself strong enough to demand more. But I can't earn what you are now paying me, and I won't be able to demand more later on, if I am to be just a pawn for you and others to shove about as you and they please."

Jones hasn't put it up to Smith this way—yet; but he's screwing up his courage I think I gave him good advice. At any rate, I wish that someone had made me see things in this light when I was round about 28, for I think that had I been properly guided, I would be in a better position than I am to-day.

Is Getting Clear Vision

Giving advice to others has one good thing about it: it makes you see things more clearly, makes you get down to principles. In studying the affairs of others and counselling them, I have been getting a right view of my own position, and a knowledge of what I should do for myself.

I expect to go to my employers very shortly, and say to them—'I'm quitting.' If they get to me first, with the severing axe, I won't be downhearted. I've determined to become the director of my own life. I've determined to become a producer and merchant on my own account. I'm going out to sell something of my own. Just what this product or merchandise will be, I'm not quite ready to say, but I'm leaning towards the idea of a Copy Shop. "Stone's Copy Shop," I may call my business.

I live in a good city in which are many advertisers both retailers and manufacturers. I may also do work for some of the advertising agencies. I propose to work with some of the good printing establishments, providing them with booklet stuff which they can sell.

This is an idea, at any rate. I have other ideas that I think I can turn into money.

I may not make $4,000 a year at the beginning. I may not make half this sum, but I shall get rid of a growing fear—the fear of a dependent old age. If I can become independent of salaried employment, I shall have great happiness.

You get my idea: I'm going to be a producer on my own account. I'm going out to sell something of my making. Instead of being on the auction block to be sold to any bidder, I shall be selling to buyers something I want them to have. I'll be master of my life and work."

* * *

It was five years ago that Stone gave me the story I have told above. Now let me tell the sequel.

The half-expected thing happened. Stone's employers, when war broke out and upset business, told him one day that they were compelled to cut down expenses, and that, therefore, they would have to let him go.

The thing that troubled Stone was that war was making the outlook bad for him, if he started his contemplated business. But he had little choice. He couldn't hope to get another salaried job, because nearly all employers were shedding men rather than adding to their staffs Stone found himself plunged into the deep water, and had to sink or swim—it depended on himself.

Fortunately he had begun the practise of thrift and had a few hundred dollars saved up. This gave him comfort of mind.

One circumstance favored him: so many firms had reduced their advertising staffs that the offer of Stone's service for special work was welcomed.

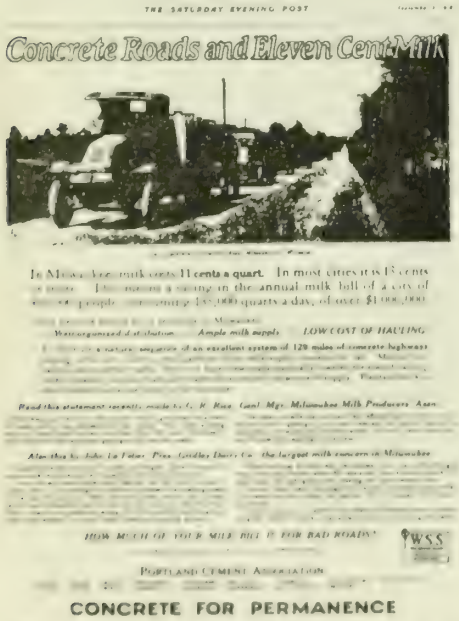
Stone sold many the idea that it was sheer prudence to keep up the selling pressure. He outlined moderate campaigns of advertising, involving the use of newspapers and magazines and of printed matter. He took many an idea to firms who could use them. The sum of it all was that he got through a bad time very well. Then when the first shock of war passed, and the era of unparalleled prosperity and activity began to dawn, things brightened for Stone. To-day, at the age of 45 or so, Stone is making more money than he ever made as a salaried man, is happy, has confidence in himself, and has no dread of the future. Also, he has become a saver, and is the possessor of a tidy sheaf of Victory Bonds.

Stone's Re-Birth

Stone's re-birth began when he got the idea that he ought to be going somewhere—along a course and to a goal of his own election. It began when he perceived that he ought to have a product of his own to sell, and that he should be the salesman of this product, seeking out buyers of it. It began when he took himself out of the ranks of the employed, and became an employer—an employer of himself.

Stone has other ideas concerning the right way to work and make money. They are the outcome of his new liberty of mind, of the new courage which is his, of the financial ability possessed by him, as a consequence of thrift, to work out his ideas. But I'm not planning to give these new ideas any publication here and now. They can wait to be communicated.

The message of Stone's story is to men who, like him, have leaned heavily on others for employment, who spend all they make, and who are travelling along meandering roads that double back and twist and climb and fall. There's a way to escape,—Stone's way.

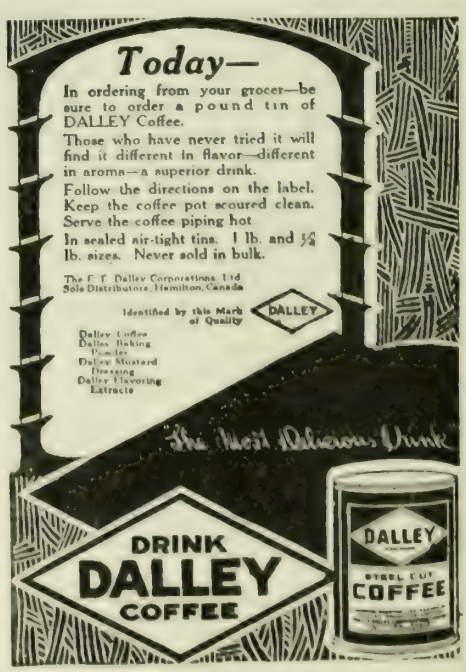


How the Market has Changed

Drawing general conclusions from its own experience and from information obtained from other sources, a large mail order firm makes some interesting statements as to the changes which have taken place in the demand for goods.

This firm states that in merchandise for women's exclusive use it is certain that sales are increasing. This is explained, they say, because thousands of women never before employed are now earning good wages, while other thousands previously employed are enjoying greatly increased wages.

Luxuries, or semi-luxuries, such as musical instruments, jewelery and diamonds show an increase in quantity as well as in dollars, giving an impression of general prosperity. This company expresses its belief that economy is being practised by well-to-do persons and those of moderate means, while the increased compensation being received by large numbers of people who have previously been more restricted in purchasing capacity make it possible for them to buy more freely now of articles formerly considered as beyond their means.


Today—
In ordering from your grocer—be sure to order a pound tin of DALLEY Coffee.
Those who have never tried it will find it different in flavor—different in aroma—a superior drink.
Follow the directions on the label. Keep the coffee pot scoured clean. Serve the coffee piping hot.
In sealed air-tight tins. 1 lb. and ½ lb. sizes. Never sold in bulk.
The E. F. Dalley Corporations, Ltd. Sole Distributors, Hamilton, Canada
Identified by this Mark of Quality
DALLEY
Dalley Coffee
Dalley Baking Powder
Dalley Mustard Dressing
Dalley Flavoring Extracts
The Most Delicious Drink
DRINK
DALLEY
COFFEE
DALLEY
COFFEE

Over-burdened with Borders

What does this advertisement gain from the various borders and surplus display effects which crowd each other—and the copy?

WHY DO ADVERTISERS CONTINUE TO GO IN FOR THIS SORT OF THING?

An illustration of the thoughtless way in which many dollars become charged to "advertising."
An editorial feature which turned out to be an advertising scheme.

THERE has been much criticism voiced during recent weeks by a number of advertisers of a page advertisement (?) which appeared in the Montreal *Star* of June 29th last, entitled "Lord Shaughnessy's Declaration of Faith in Canada's Future," and which is reproduced herewith.

It is not a particularly impressive page, and many may have wondered why the *Star* made such a feature of it. While having the appearance of being an editorial feature, and exploited as such, it turns out to have been paid for by some three hundred and forty firms whose names are listed in insignificant six-point caps, in no particular sequence, in two columns down either side of the "Declaration."

It is said that each of these three hundred and forty "endorsers" paid ten dollars for the privilege of being publicly identified with the "Declaration"—a total of $3,400, or more than ten times the cost of the page of space it occupied in the *Star*.

What did these "advertisers" get for this money? What possible "advertising" value did the page have? What important influence did it exert on public opinion which could in the remotest degree be calculated to re-act favorably to the firms putting up the $10 per. How many people would bother to read over the names or check as to who was and who was not represented? Is this a kind of "advertising" which newspapers of the *Star's* standing, or the advertising agency concerned, should be devoting their energies to promoting to the neglect of advertising of less questionable value and less exhorbitant cost?

These are questions being asked in advertising circles where the scheme is being roundly condemned. It is pointed out that the "Declaration" itself does not bear a very patriotic message, its first lines reading:

> "Our belief in a brilliant future of Canadian manufactories and kindred interests is *not* inspired by *love of country*, but by business sentiment."

There is a disposition to criticise the *Star* and the advertising agency which promoted the scheme for "putting something over" on the advertisers and business interests represented on the page—selling them approximately $300 worth of space for $3,400.

But any criticism should rather be directed at the firms who subscribed to the plan so readily, possibly without any analysis of the actual advertising value of the proposal, and are now dissatisfied and disgruntled because they paid so much more than it seems to have been worth.

It should be understood that the plan involved more than the single insertion of this page advertisement in the *Star*. The "Declaration" was featured, and given publicity in other newspapers, as shown by the advertisement reproduced and which was clipped from the Toronto *Globe*. It has since been lithographed in colors and circulated to some extent, thus perpetuating any value the advertisement (?) may have to those identified with it. All this cost money, and it is quite possible that the *Star* did not net its usual page rate out of the scheme although

We Heartily Support the
DECLARATION OF FAITH
in Canada's Future
PRONOUNCED BY
LORD SHAUGHNESSY

INDUSTRIAL ACTIVITY

CANADA'S OPPORTUNITY

Declaration of Faith
in Canada's Future

Our belief in a brilliant future for Canadian manufactories and kindred interests is not inspired by love of country, but by business sentiment. It is founded upon material and psychological facts. We have power—a permanent and all sufficient supply of hydraulic power, cheaper than can be derived from coal which indeed has enriched nations, but is an exhaustible asset. We possess raw materials, of which the visible store constantly increases through exploration, while their economic value grows steadily as new discoveries are made in applied science.

Our railways have been spread over the land to the full measure, and sometimes, in anticipation of actual requirements, the highways are being multiplied and can be fitted to serve for motor touch traffic, the waterways are widely distributed and perfectible. When normal conditions are restored nothing can prevent our overseas transportation system from resuming its former state of efficiency and promising development.

Thus are the essentials of industrial prosperity at the command of our producers, whose only source of economic weakness lies in the comparative sparseness of our population. But its large increase may confidently be foreshadowed because we have land and space. Any reactions in the trend of immigration have been due to outside or general causes, and fortunately have served to facilitate the so called erectible action of assimilation.

This indeed must be thorough, and expedited by education, moral, scientific and technical, so that in our nation may be perpetuated those sterling qualities which tend to overcome the political and sociological difficulties of democracy. In these days of stress, the principle of self government has been vindicated by us, to the effacement of conflicting interests and racial prejudice.

For all these basic reasons, we may well open our hearts to that gentle spirit of optimism which alone, when controlled by the mind, is conducive to progress.

Peace, although not yet in sight, is a boon entailing responsibilities for which it is imperative that we make preparation. Having nobly asserted herself as a nation when at war, it behooves Canada to maintain, in the field of industry, a position commensurate with her generous heritage and acquired potency. The opportunity is at hand, in the possibilities of reconstruction.

Dominion Day
July 1st, 1918

This feature page turns out to have been an advertisement for which the 340 firms listed down either side paid $10 each—a total of $3,400. It appeared once in the Montreal STAR and later as a lithographed "poster", which may or may not have contributed to the "advertising" value of the scheme. What do you think of it?

Faith in Canada

By

Lord Shaughnessy

On Saturday, June 29th, the Eve of Dominion Day Lord Shaughnessy will make in *The Montreal Daily Star* a Declaration of Faith in the Future of Our Country

Supported by Hundreds of Prominent Canadians.

This Declaration of Lord Shaughnessy in *The Montreal Star* will Point the Way to Progress for All Loyal Canadians.

It is a Clarion Call to Stimulate The People of Canada to Take a Long View of The Canadian Outlook, and to Arouse a Spirit of National Hope and Ambition.

A copy of *The Montreal Star* will be sent free upon request to any Canadian desirous of sending it abroad to give the world a glimpse of Canadian optimism.

It will appear in

The Montreal Daily Star.

On June 29th, the Eve of Dominion Day

This is how the $3,400 "Declaration of Faith" was featured in advertisements run in several cities, from which one hardly gets the impression that an "advertisement" is referred to.

it did get considerable advertising for which these advertisers seem to have paid.

When this was explained to one critic he remarked that it looked then like a scheme to collect a lot of small contributions to pay for some advertising for the *Star*, but he failed to see where any of the three hundred and forty firms listed came in for any benefit.

And that seems to be the puzzle—where is there any good-will or advertising value in the scheme for the people who paid the $3,400? What effect was the publication of this "declaration" supposed to create which would be worth $10 per to the firms subscribing to its publication?

Enquiries addressed to the *Star* failed to bring any explanation. And the advertising agency concerned has been somewhat embarrassed to justify its part in the plan.

If the faith in Canada's future which these firms paid ten dollars for the privilege of declaring is substantial and sincere, many of them could show it in more practical, positive and valuable ways by doing a little more advertising at the present time on their own account.

Use of Paper To Be Regulated

Recent regulations in the U.S. of interest to us because similar restrictions are expected here.

AN educational campaign will shortly be started by the paper and pulp sections of the United States War Industries Board, urging economy in the use of paper. The idea is to effect economies in such directions as in the use of lighter grade papers and plain and cheaper papers instead of finished and more expensive grades. Rags, which enter into the manufacture of the higher grades, are scarce, and needed in war work. A good chemical pulp paper should serve the purpose as well in war time. Unnecessary use of paper in banks, offices, stores, etc., can be eliminated to an extent that will mean big savings.

New rulings affecting the manufacture of several grades of paper and paper products have gone into effect, eliminating the heavier grades of book, cover, writing and glazed papers, envelopes and fine stationery. These regulations will have the effect of standardizing the size, weights and colors of paper.

There has been a growing tendency, doubtless induced by high costs, toward economies in paper. Many firms are condensing their catalogues, reducing page sizes or editions, or using less expensive qualities.

But we have a long way to go in the path of paper economy before reaching the point where, as it is reported some firms in England are using envelopes twice. Those arriving by incoming mails are slit open at the end, arranged in piles and turned over to clerks, who delete the old addresses by means of a gummed label, a perforated slip attached to which is torn off and used for closing the envelope again.

American advertising agents have agreed to help newspapers meet the urgent need for the reduction in paper by recommending to their clients that foreign advertising should be sent to newspapers to be inserted at the discretion of the publishers. It has been decided to recommend to advertisers that they avoid the use of space on Fridays, which is the biggest local advertising day, running instead on Monday and Saturday, when foreign advertising can be taken care of without increasing the number of pages. Dates of insertion of advertising will also be made optional with the newspapers, in many cases thus securing its appearance on days that are not crowded with advertising and giving these advertisers a better showing, and therefore better results, than if used on days of the week when newspapers are crowded with advertisements.

Canadian Candy Makers to Co-operate in Defending Industry

Extensive Campaign to be Shortly Under Way to Place the Facts about Their Consumption of Sugar Before the Canadian Public.

CANADIAN confectionery interests have decided to place the facts with respect to their use of sugar before the dealers and consumers of their product.

Details are now being arranged, and the campaign will shortly be under way. Newspapers and magazines will be extensively used, over a period of a couple of months, with forceful copy aimed to answer the many questions which have been agitating the public mind as to why candy should be allowed to be made when there is such a grave shortage of sugar.

The average individual seems to be under the impression that if the amount of sugar consumed in the making of candies, which they argue, are non-essential, were "saved," the normal requirements of the average household could be met without difficulty. The efforts of the Food Board to induce voluntary compliance with its requests to conserve sugar have been the occasion for wide-spread demands that the "waste" of sugar in candy-making should be stopped, before housewives can be expected to accept curtailed supplies without complaint.

Naturally this sort of talk has not been appreciated by the candy industry—especially when it is based on ignorance of the facts and a misunderstanding of the real situation. The sugar requirements of Canada's confectionery manufacturers in normal times actually represent but a small proportion of the total consumption. With the 50% cut in amount allowed them, as in force at present, the proportion is even smaller. It is said that if all the sugar used for the manufacture of candies were diverted to other channels it would only mean an additional spoonful per month for each household in Canada.

The small gain in the amount of sugar which would be made available through stoppage of the manufacture of candy would not, therefor, appear to any reasonable-minded individual as compensating for the putting out of business of so important an industry.

Literature will be sent through the mails to dealers, woman's organizations and others, pointing out these facts, in addition to the advertisements along similar lines which will appear in the newspapers and magazines. It is understood that approximately $30,000 will be spent, all of which has already been subscribed.

The committee having the direction of the campaign consists of Messrs. Cowan, of the Cowan Company, Robertson, of Robertson Bros., Smith, of Neilson's, McCormick, of McCormick Mfg. Co., Littler, of Lowney's, O'Connor of Laura Secord Candy Co., and MacEacheren of Patterson Candy Co., the last mentioned being Secretary-Treasurer.

Several agencies are understood to have submitted proposals, the campaign finally being placed in the hands of A. McKim, Limited.

Music Dealer's Joint Campaign

Music dealers in Milwaukee have been conducting a joint campaign to further the interest in music, and after three months' advertising report that good business in musical instruments generally has resulted.

The campaign had as its slogan, "Music Will Help Win the War." Newspaper copy consisted of sketches of members of the Association, with the individual's own view on the value of music in war times. Other copy told the place of music in the home under present conditions. Half page newspaper space was used.

What is said to be one of the largest appropriations on record for the insertion of a single advertisement on one day is that which the five large United States Packing Houses recently combined in publishing, being an attempt at self-justification in the face of the investigation which has recently been made into the conduct of the packing business.

A 6-column by 15-inch advertisement was run in a list of 16,000 newspapers the first week in July, at a cost of approximately $160,000.

WHAT ADVERTISING MEN ARE DOING FOR U.S. WAR PROJECTS

Copy for all donated space systematically handled.

AS is well known, all the advertising which has been done in the United States for Liberty Loans, War Savings, Red Cross, Y.M.C.A. and the various departments of the Government, has been run without expense to the Government by contributions of time and advertising space by professional men, advertisers and publishers.

At the beginning there was much confusion and wasteful duplication of effort. Advertisers were requested for contributions of space by many different organizations and committees. The willingness of advertising men to contribute their services was freely taken advantage of, and many different advertising campaigns were carried on in connection with war activities. All such advertising effort, service or space was patriotically donated by advertising men, publishers and business men. It frequently happened that many campaigns were under way at one time, in some cases working at cross purposes and resulting in waste of time and money.

The Division of Advertising of the Committee on Public Information was, therefore, created last January by executive order of the President, for the specific purpose of co-ordinating the advertising of the various Government Departments and of co-operating with publishers and business firms who had donated or wished to donate space for government advertising.

The idea underlying the creating of this Advertising Board was, first—to relieve publishers of indiscriminate and duplicated requests, and second—to make the donations yield the very highest results by having them administered by one office, which would be informed on everything that was being done and where copy for the purpose could best be prepared.

Any government department desiring to secure advertising service communicates with the office of the Division of Advertising. A conference is arranged, at which time proposed campaigns may be discussed, and if advertising is advisable plans for same are formulated. The Division of Advertising is not permitted to solicit contributions of space or service, but is organized as a channel through which such voluntary contributions may be utilized to the Government's best advantage. The only expense items involved in this work are the necessary mechanical expenses, such as engravings, electrotypes, type-setting—some of which, however, has been contributed by engravers and printers. In the first five months of its existence the Division has organized and carried out a number of campaigns, as follows:

U.S. Shipping Board: Campaign to raise 250,000 shipyard volunteers. General magazines and trade papers. Eighty advertisements, 8,000,000 circulation, space value $20,000.

War Savings Stamps: General advertising campaign. General magazines, farm papers, trade papers, house organs, painted bulletins and posters, newspaper advertising. One thousand one hundred and thirty advertisements. 55,000,000 circulations, space value $132,000.

Red Cross: Second War Fund. General magazines, farm papers, trade papers, house organs, painted bulletins and posters, newspapers and college papers. Five hundred and thirty-nine advertisements, 60,000,000 circulation, space value $177,000.

Liberty Loan: (Third). General magazines, farm papers, trade papers, house organs, painted bulletins and posters, newspapers and college publications. One hundred and seventy-seven advertisements, 16,000,000 circulation, space value $53,593.67.

Department of Agriculture: War Garden Campaign. General magazines, and farm papers. Seventeen advertisements. 6,000,000 circulation, space value $13,412.40.

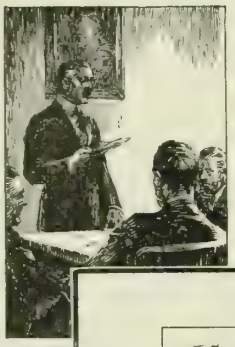
Committee on Public Information: Various war campaigns. General magazines, farm papers, trade papers, house organs, college papers. Five hundred and four advertisements, 61,000,000 circulation, space value $162,000.

War Department Commission on Training Camp Activities: "Smileage." General magazines and trade papers. Newspaper advertising plan. Sixty-four magazine advertisements, 1,134 newspaper advertisements, magazine circulation 2,250,000, space value $9,847.

Uncle Sam has organized a National War Savings Committee with sub-committees in each State. Here are three of many fine posters being extensively used. The "pledge" is part of the plan to promote systematic saving

ABOUT A $25,000 BOOK TO ADVERTISE A STORE

Something about a book which has been acclaimed an advertising classic. Part of a well-conceived and splendidly executed plan to feature the Marshall Field "Store For Men".



STYLE

JUST what do we mean by style? Not merely the little changes that make this season's coat lapel differ from that of last season. What we mean is that subtle sense of the accumulative preferences of men of taste, judgment and refinement—that sense which considers dress as an expression of the personality of the wearer. A perfectly good article of apparel—a coat, a hat, a cravat, a walking-stick, a pair of shoes—may be very good for one personality and very bad for another. No matter what they are wearing in London or New York or anywhere else, and no matter what such and such a person is wearing, the fact remains that truly correct style means suiting the personality of the wearer in relation to his environment. That requires an assortment sufficiently large to allow ample latitude for personal

VARIETY

INDIVIDUALITY is the keyword in the vocabulary of the forceful personality. A man must be himself to be at his best. Uniformity and standardization build mighty machines—where the machine itself is the supreme object. But to build up a man, to make him greater, more able, more powerful, more honored, his individuality must be encouraged to develop. His clothes must express his personal taste, judgment, feeling—his real worth, his potentialities. The desire to select something that is different from that possessed by others is an instinct that begins in the very roots of human nature. It is in recognition of these facts that we have made exhaustive efforts to introduce variety into every line of merchandise. But mere variety may be useless unless each variation is based on some distinctive prefer-

QUALITY & VALUE

APPRECIATION of Quality is one of the surest evidences of the developed individual. Merely "good enough" is no longer good enough for the man who is growing in his ability to take a man's place in the real world of constructive effort. The watchword of every man who is getting ahead in business or in his profession is, "To do some things better than they were ever done before." This spirit dominates the merchandising policy of The Store for Men. The merchandise produced under this policy reflects this spirit to the fullest possible degree. Knowledge of what constitutes quality—in material, treatment, form, the determination and ability to embody that knowledge in the merchandise—these are the essentials in

CREATIVE MERCHANDISING

COURAGE is an imperative requisite in embodying superquality specialties in merchandise. The best manufacturers—and we aim to deal only with the best—are usually well pleased with their own standards of quality, cost and workmanship. The ordinary purchaser must take their product as it is or leave it. Only the tremendous volume of business which Marshall Field & Company are able to place with a manufacturer can make it worth while to reorganize the standard practices of a great factory in order to meet special requirements. And yet our experience often enables us to make substantial improvements in the best productions of the best manufacturers. In men's clothing, for instance, we have been able to

CUSTOM TAILORING

THE Marshall Field Store in Chicago has a reputation for introducing advertising and merchandising innovations which attract the attention of merchants and advertising men everywhere. It is not surprising, therefore, that a recent notable campaign on behalf of their "Store for Men" should have attracted a good deal of attention. The manner in which the campaign was conceived and carried out is worth the close study of all who aim to make their advertising distinctive and impressive. The "Store for Men" was housed in a separate building and opened to the public for the first time in 1914. The idea of separating its departments for men in an exclusive building was in itself a new one. It meant added selling expense, a larger stock of goods and practically a separate institution. There were some who questioned the possibility of its success. But Marshall Field & Company have established the soundness of their judgment. The "Store for Men" has been a success. But a few months ago it was believed the time was ripe to make it a greater success, to advertise it in a way which would emphasize its importance to the people of Chicago.

Mr. Russell A. Brown, Advertising Manager, reasoned that there were thousands of men in Chicago whom Marshall Field & Company could sell if they were approached in the right way. Previous advertising had been more or less piecemeal, in which any copy of an institutional character was lacking. The store involved a tremendous investment, at the same time offered an immense opportunity. It was felt that its story should be told in a way to justify that investment and make the most of the opportunity. So he planned an advertising campaign on a scale commensurate with the dignity and importance of the institution.

The result was a book and a series of advertisements which are without doubt the most imposing and at the same time convincing publicity matter of its kind which has perhaps ever been issued anywhere. It will live in advertising history as an advertising classic. It is because advertising of this character is of interest and value to advertising men everywhere that the attempt is made to present the details of it to the readers of MARKETING.

The striking and most impressive feature of the campaign was a book of 40 pages, some of which are reproduced herewith. The size was 11 x 15 inches. The cover, Buckeye stock made to order in a special color, 3,000 pounds of which were required for the edition. The body stock was Warren's Olde Style—238 pound, of which 7,000 pounds were used. The printing required 1,200 pounds of black ink. The binding was done by sewing with thread so that the book would open flat. The end sheets are pasted to the cover, thus attaching it permanently to the body of the book. The cover, title page and all headings were hand lettered. Reading matter was set in 24 pt. Caslon. The size of type, spacing between lines and arrangement of the type page all contributed to a refined, dignified and impressive appearance, and at the same time afforded easy reading. The text pages were all right-hand pages, while facing them on the left were the distinctively drawn, full-page illustrations, the striking character of which is evident in the reproductions.

Mr. Waldo P. Warren, a former advertising manager of Marshall Field, and at present acting in an advisory and consulting capacity, was

responsible for the copy. The illustrations are credited to Grauman & Company, of Chicago, while Bertsch & Cooper are responsible for the lay-out and lettering. The Faithorn Company were the printers. The finished book represents the thought and labor of many men for many weeks, and the development of an idea that marks a big step forward in store advertising. The edition was 100,000 copies, which were delivered for the most part by the Marshall Field delivery service, each booklet bearing a hand lettered label addressed to the charge customers of the store and to a select list of others whose trade was thought desirable.

The story of the book is a narrative of the principles and merchandising policies of the "Store for Men." All of the copy is worth repeating. Much of it can be read in our reproductions—the introductory pages are also worth repeating here, since they are not reproduced. They deal with the "Store for Men" as an institution, as follows:—

THE STORE FOR MEN

KNOWLEDGE IS POWER! Here is the true secret of the supremacy of "The Store for Men." Upon this principle we have built up the foremost business of its kind in existence. To know the utmost detail of what constitutes perfection, to know the last word of every high authority on every subject that can possibly affect the production of quality merchandise, and to know how to embody this knowledge in the merchandise itself—this is the imperative policy which governs the aims and actions of every one of the forty specialists who comprise the executive staff of the Store for Men.

Dealing as we do with business and professional men—with a clientele which includes the acknowledged leaders in every field of business and professional activity—we appreciate the propriety of being perfectly frank. In this book we shall talk as man to man. Happily there is no detail of the business which we have any desire to cover up. Quite naturally we protect business secrets—they are among our most valuable assets. But our working principles and merchandising policies—the things we talk over in executive conference—these we are willing to impart to the last detail to those who may wish to know them. We are confident that, if the inside facts about the way we do business in the Store for Men were publicly known just as our own men know them, it would bring us a veritable avalanche of new business—perhaps more than we are prepared to handle.

The fact is, we are rather proud of The Store for Men. We feel that it is a prime achievement in merchandising—that it fully measures up to the best traditions and standards of Marshall Field & Company. We can say this with a comfortable assurance because, in keeping with our cardinal policy, we know in minute detail what comprises the best elsewhere — Chicago, New York, London, anywhere. And we know, specifically, and categorically, just wherein we surpass whatever elsewhere aspires to the best of its kind.

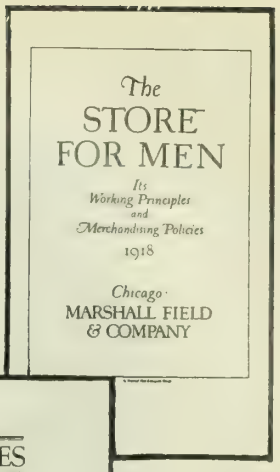
The building which houses The Store for Men—the Marshall Field Annex Building—is worthy of the merchandise it contains, and the merchandise is worthy of the building. It would be difficult to pay a greater compliment to either.

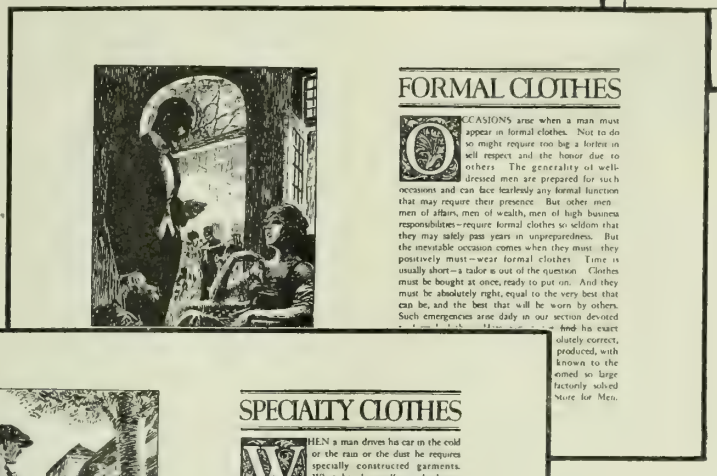
When the architectural plans were being drawn we made a study of every building in America and Europe that seemed likely to throw light on features to be incorporated into this building.

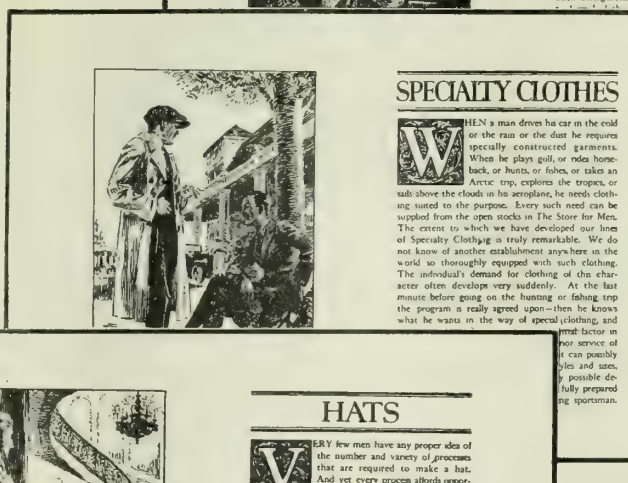
In providing the merchandise worthy to occupy such a building it was only natural that the same consummate thoroughness should prevail. The first imperative requisite was, is, and for many years has been, to know beyond all doubt what constitutes the best. What manufacturer, anywhere in the world, is supreme in his line of business? What materials are the best, and why? Wherein might the best be improved? Who is, beyond all doubt the highest authority in the world on this or that subject? What do all such authorities know? How do they know? How can we gain that knowledge? How can we embody it into the merchandise?

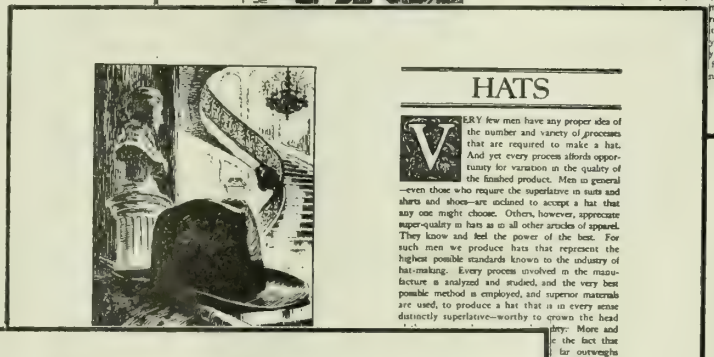
Such is the spirit back of The Store for Men. Such are the ideals and standards incorporated into every detail of the business. Upon this basis we invite every man in Chicago to read every page of this book.

Following this introduction are pages devoted to various topics, as shown in the reproductions. From beginning to end there is a unity of thought and expression, and a significant absence of fancy meaningless phrases. The centre spread shows a large drawing of the Men's Grill Room in the store.









The STORE *for* MEN

SHIRTS

MANY well-dressed men consider the shirt as the high point in the art of good dressing

The very fact that it is not generally exposed to view, as are the coat, the hat, and the shoes, makes it all the more a matter of personal pride that it should be in fact all and more than one might infer from a good exterior.

Our position in the shirt business is one of distinct preeminence. Our lines are thoroughly comprehensive of the varied shirt requirements of men

Through years of cumulative experience we have evolved minute specifications in measurement which insure a high degree of satisfaction in fit and comfort, and give a distinctive merit to all the shirts we sell

In both our custom-made and our ready to wear shirt sections we exhaust every possibility in providing high class fabrics in distinctive and exclusive patterns of taste and refinement, cut and style of unquestionable excellence, and workmanship of the highest grade known to the art of shirt-making.

In every size, style, and grade, we show a most exceptional assortment of patterns for selection, all of which are distinctly good, but affording ample opportunity for personal preference.

MARSHALL FIELD & COMPANY

The STORE *for* MEN

III

CLOTHES

THOUSANDS of men have a secret philosophy about the character of clothes they wear.

They know that power is largely a matter of consciousness, and that a man must win his own approval before he can command the approval of others.

If for any reason—negligence, a false sense of economy, or a lack of good judgment—a man clothes himself in garments that misrepresent his taste, or feeling, or knowledge of relative qualities, he knows that he loses some of the power by which men achieve success.

It is for men who appreciate this secret philosophy of good clothes that we build the garments we sell.

From the quality of the woolens to the tensile strength of the thread used in sewing there is no detail that escapes our exhaustive scrutiny.

Our records show, for instance, the signed testimony of thirty-four experts on the best methods of shrinking woolens.

Every imaginable improvement we have gained through years of cumulative effort is embodied in our specifications to manufacturers.

In providing for the clothing requirements of men of every age we specialize on each type or class, and carry it to the utmost degree of intelligent development.

MARSHALL FIELD & CO.

The STORE *for* MEN

XI

SHOES

MEN'S FEET differ as much as their faces. Upon this simple physiological fact—overlooked by many makers and sellers of shoes—we have built up the foremost retail shoe business in the whole world.

Every shoe we sell has been created to serve the actual need of a certain type of human foot.

Many a man can wear one of several lasts and be fairly well satisfied—until he discovers the exact last that was originated to fit his foot.

Thereafter he would not have as a gift a pair of shoes that falls short of that newly found satisfaction.

He comes back to us year after year—where else could he get the same shoe?

Whatever his particular last may be—any one of a score of variations—he can find here at all seasons just the shoe he wants, in all leathers, all styles, and all sizes.

The very best shoe knowledge we have acquired through years of cumulative experience in the highest class of custom-made work, the greatest volume of retail business in made-up shoes, and the operation of a perfectly equipped shoe plant of our own, is embodied in all our specifications to shoe manufacturers, and finds expression in every shoe we sell.

MARSHALL FIELD & COMPANY

A series of 36 advertisements this style, making use of the copy and illustrations in the book, appeared in Chicago's dailies following the book's distribution.

Within two days after the distribution of the books Chicago newspapers carried advertisements which made use of the copy and illustrations in the book. In all there were 36 advertisements, which were run at a total cost of approximately $7,000, while the cost of producing the book itself added $25,000, to the cost of the campaign.

This story of the "Store for Men" was not only told in an out of the ordinary manner, which created a deep impression and aroused a great deal of interest, but this interest was not allowed to lag. The booklet was only the opening shot in the campaign. The newspaper advertisements then came along and served to drive the message home to an even greater number of people.

Some have expressed themselves as opposed to advertising along the lines mentioned, on the grounds that it is too extravagant for times like these. The cost of such a book seems considerable—yet as a matter of fact, it did not exceed 25 cents a copy. This low cost was made possible by the use of good but inexpensive paper handled with skill and understanding, printed on as large a sheet as the press would take. The cost is far less than for many much less effective advertising books or booklets—especially when considered in relation to the importance of the institution advertised and the results which were desired. The greatest wastes in advertising are caused by ill-conceived or poorly executed advertising matter. Much money is wasted in advertising because not enough is spent to make the message or the campaign effective.

This Marshall Field book admirably exemplifies the Marshall Field idea, which is:—

"To do the right thing, at the right time, in the right way; to do some things better than they were ever done before; to eliminate errors; to know both sides of the question; to be courteous; to be an example; to work for love of the work; to anticipate requirements; to develop resources; to recognize no impediments; to master circumstances; to act from reason rather than rule; to be satisfied with nothing short of perfection."

* * *

A Correction

In justice to the Toronto MAIL & EMPIRE, GLOBE and STAR and other Toronto dailies MARKETING wishes to correct a statement made in last month's issue to the effect that they had endeavored to "enforce a charge for Government advertising three times as much as formerly prevailed."

One or two Toronto publishers are said to have endeavored to have their new 25-cent rate apply to all advertising done by the Government, but it is not true, as MARKETING suggested, that there was an understanding between the publishers that this rate would apply, except to transient or casual advertisements. Inasmuch as the transient rate (previously 15 cents a line) had always applied to such advertising, the increase to 25 cents a line was not "three times as much as had formerly prevailed" as our article stated.

Government advertising, other than of a transient character such as "Calls for Tenders" etc., was and continues to be subject to the regular line contract rates same as apply to all commercial advertising. When any Government advertising is received through an advertising agency the customary commission has been allowed the agent excepting only the Victory Loan advertising of a year ago. This holds true, we understand, of all the Toronto dailies, and we regret that a different construction was placed on the facts as they were explained to us.

SOCIETY BRAND'S FALL DRIVE

Plays up retailer in company's ads and gets dealers to run follow-up ads at their own expense.

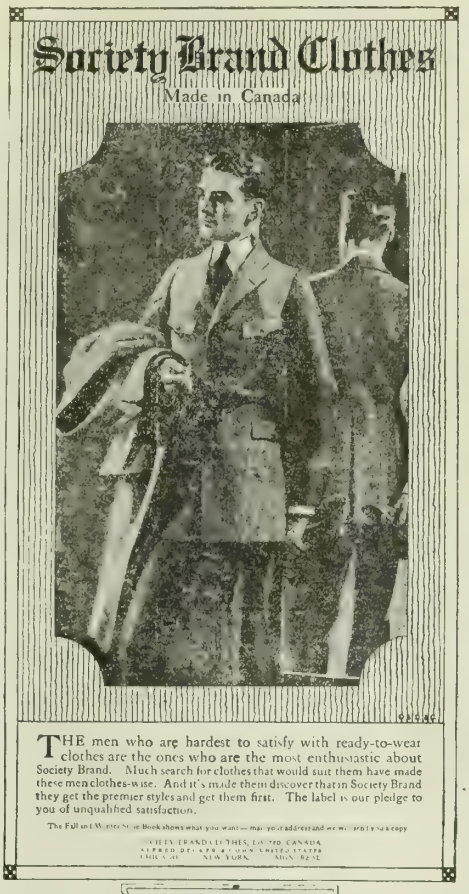
A common fault of the manufacturer is that of "hogging" his advertising space for himself and his product and giving his retailers little or no recognition. Too often this is even true of dealer helps, designed to be given circulation at the dealer's expense. Dealers become naturally indignant when they find electros which they are asked to run in their local papers bearing the manufacturer's name in letters two inches high, and leaving a space half an inch deep for the insertion of the name of the store.

The big portfolio announcing the "fall advertising drive" on Society Brand Clothes shows that this advertiser wisely goes to the other extreme and gives the retailer a "look in." The company has adopted a standard store sign for distribution to retailers, reading "Style Headquarters—Where Society Brand Clothes are Sold." The company's national magazine advertising displays this sign conspicuously, thus giving advantage of national advertising to every store that uses it. It is also featured in electros furnished to retailers, and these electros afford generous space for the store name, while their text is written with comprehension so as to be representative of high class retail stores.

But the biggest thing the company is doing for its retailers is its schedule of local newspaper advertising in 24 Canadian centers, and 109 cities in the United States. In return for placing one big newspaper advertisement a week in these cities, during the fall drive, it asks its retailer in each of the cities to run a follow-up advertisement of his own each week. The company first tried this method in the fall of 1916, in only 34 cities. It worked so well that in the spring of 1917, over a hundred papers in the United States and Canada were used. Following that campaign, Mr. Decker, president of the company stated in a newspaper interview that their business had increased 60 per cent. Results in Canada were especially good. He said in part:

"What surprised us most was the results we had from our Canadian advertising. I will admit I was a little reluctant to invest money in advertising in Canada while war was making such demands on the Canadian people. However, I had great confidence in their ability to meet every situation which confronted them. The increase of our business in Canada was indeed gratifying, and I feel that much credit for the increase is due to the advertising we did in those twenty Canadian newspapers."

This manufacturer is now working obviously hand in glove with his numerous retailers, not only in distributing but in advertising. The portfolio says to its readers: "When you read these proofs in this portfolio, mark how we advertise the stores that sell Society Brand. Note the way in which we make Society Brand stores known as style headquarters. We propose to get greater numbers of men into the habit ot thinking of your store first when it comes to buying the things men wear—neckties, shirts, hosiery, and other haberdashery, as well as suits and overcoats."


Society Brand Clothes
Made in Canada
THE men who are hardest to satisfy with ready-to-wear clothes are the ones who are the most enthusiastic about Society Brand. Much search for clothes that would suit them have made these men clothes-wise. And it's made them discover that in Society Brand they get the premier styles and get them first. The label is our pledge to you of unqualified satisfaction.
STYLE HEADQUARTERS
where Society Brand Clothes are sold
ECONOMY in buying clothes is not in paying less money but in getting more value. The economy in buying Society Brand Clothes comes in the gaining of finer hand workmanship than others, not only where you can see it, but also where you can't. Sometime during the life of the garment it will manifest its presence by keeping the shape, by wearing better, and by holding the stylish effect till the very goods wear out. For that kind of economy buy Society Brand Clothes.
DUNFIELD & COMPANY
102 Yonge Street
"Style Headquarters"—Where Society Brand Clothes are sold

Ads in this form feature the brand but bear the retail distributor's name—followed each week by dealer's own ad featuring Society Brand and paid for by himself.

"These are days for team work in business as well as in war. Victory comes from unity. And unity means pulling together. For you to succeed means more success for our clothes. And for our clothes to succeed means greater success for you who handle them."

The circular also urges that war-time is essentially a time to advertise. "With the heavy withdrawal of many men from the clothing market due to the draft," it says, there is every reason for the clothing merchant who handles Society Brand to put forth his best efforts at this time. . . Competition is keener than ever. And to hold your volume and show a gain, it is important that you advertise your strongest now."

"These days men are prepared to pay more for clothes than ever. . People realize that waste comes from buying cheap, inferior goods; that paying the price for the best is the most economical."

* * *

Writes Salesmen Seldom

"I do not believe in a constant flow of letters to salesmen," says Mr. George Moyer, Sales Manager of the Brown Shoe Co., of St. Louis. "Ninety per cent. of letter writing can be avoided by proper preparedness, well laid plans and written instructions on good paper and in lasting form. Too many letters leave openings for discussion and disagreement, and many a good salesman has been ruined by a sore spot created by some letter hurriedly dictated.

"When a salesman comes in the house we give him a clearance card. He cannot leave the house, he cannot get his expense money, until this card is entirely signed up. My name is the last one on the list and I know that he has had positive instructions from each of the various heads of departments. In this way a great deal of correspondence is eliminated. Then we furnish him with a stock book that carries all the instructions in the front in regard to terms and everything else. We number each paragraph. Why? When a man does anything wrong, we can refer to that paragraph by number with a wire.

A little manual that I have written from my past experience on the road we give to every man and ask him to study it. We call it "Salesmanship in Concrete Form." We give him various charts, starting with the beginning of the Brown Shoe Company and showing its growth. We give him the game of selling. But the point we bring out is how to make money.

"We furnish him with an advertising book. The work is high-grade. We do not spare money in equipping our men, because we believe it is economy in the long run to equip them right at the start. Our Premium Book is not expensive, but it is made out of the best paper, and well bound. We get it up in a form so that a man can carry it in his pocket for ready reference.

"Then comes our "Weekly Success," mailed on every Thursday in the year. It is through this that we try to give our men inspiration, and it embodies all that is vital to the house and the salesman after he is given his line of samples and leaves the city. Every week it contains a picture page showing the first sixty salesmen and their shipments. We make our leaders and their records carry the sales force. That speaks stronger than any letter we could write. In this weekly letter we give them every detail of the business. While it costs a good deal of money, it is one of the best investments we ever made.

"The secret of selling goods is each man's personality. I do not and never will try to force my way of doing things on our men. We lay down the principle, "Sell goods early." The salesman must do it in his own way. I will not write personal letters to be shown by one salesman to another. It creates jealousy and hard feeling. One man will feel that the Sales Manager is a better friend to some other fellow than he is to him. We try to keep our men on an abolutely business basis, as fair to one as we are to another. If I have any praise for a man, it will either be in person, or through this Weekly Success. Neither a captious nor a critical letter ever made a salesman do better. To my mind there is one thing that makes a man do well—teaching him how to make "more money."

How 6,500 California Peach Growers Market Their Crop

Another example of successful co-operative advertising based on success in citrus and raisin industries.

by R. G. GRANT

HISTORY repeats itself, in California. Exactly what happened first in the citrus fruit and then in the raisin industry of that state has now happened in the peach industry. In the early days of each of these industries, great booms were enjoyed. Each of these prime California products, when first introduced on the market were so enthusiastically received that people saw a gold mine in fruit and planting was excessive. Citrus fruits were the first to catch up with an undeveloped demand, at the 5,000 carload mark. Then they had to organize the growers, establish a selling organization, and create a wider demand. This they have done so successfully that the United States, which once balked at 5,000 carloads, now consumes 45,000 carloads. This has been purely an advertising triumph.

Next came the spectacular case of the raisin industry which resulted in the national advertising campaign on Sun-Maid Raisins.

Now come the peach growers. For several years prior to 1915 production of California peaches had been large enough to cause worry. Matters reached a crisis in 1915, when thousands of dollars worth of fruit was allowed to rot on the ground because the market price was actually below cost of production. The situation led to a hurry call for organization, in the spring of 1916, and it is interesting to record that advertising played a prime part in securing an organization, the appeal being made via newspaper advertisements in the papers of the peach growing territory.

It has taken time to organize and to perfect advertising plans, and not until this spring did national advertising of California peaches actually begin. The growers are exploiting not fresh, as in the case of oranges, but dried fruit. It was figured that the peach is too perishable a product to be marketed nationally in a fresh state. The California Peach Growers, Inc., therefore, are offering Blue Ribbon Brand Peaches, "practically peeled," and several secondary brands, also a bulk grade.

The advertising campaign began in the trade press, in order that a fair distribution might be secured prior to the beginning of consumer advertising. A few months later the consumer campaign was begun in a few high class women's magazines, such as McCall's, the Delineator, etc. The general effect of the campaign is not dissimilar to that of the citrus fruit growers. The copy pictures the package attractively, gives usually glimpses of California peach orchards, for background, and offers a recipe book giving 10 ways of serving the fruit. The magazine list is said to reach 6,000,000 readers. The campaign begins at a very auspicious time, as it dovetails in with the food conservation idea. The sales manager states that the purpose is to gradually educate the consumer and retailer to appreciate the food value of peaches by a consistent campaign, rather than to secure a very rapid distribution by means of a heavy campaign. The plan is meeting with success, so far, and there is little doubt that the campaign will soon see expansion. The organization behind it numbers over 6,500 orchardists, and they are prepared to give advertising every chance of proving its value, now that they have undertaken it after several years of preparation.

with Sunshine
A New Fruit-Food
These peaches fairly exude the flavor and fragrance of the fresh California peach. Picked ripe and exposed to the bright sun in order to remove the moisture, they are thus preserved for use throughout the year. Simply replace the moisture by softening in water over night and you have fresh peaches.
All grocers sell dried peaches, either in packages or in bulk, under the Blue Ribbon Brand (practically peeled), or by the pound inspected, under other Ribbon brands.
CALIFORNIA PEACH GROWERS
(INC.)
OVER 6500 MEMBERS
Main Office FRESNO, CALIFORNIA

The reproduction fails to do justice to this consumer-ad, one of a number appearing in women's magazines. Trade papers were also extensively used.

The internal organization plan of the new association follows the plan of the raisin growers rather than that of the citrus fruit growers. It is a stock corporation, capitalized at $1,000,000 but taking only a fixed percentage above actual price paid the grower for its operating expenses and interest payments. Any profits above this percentage are prorated back to the growers on a co-operative basis.

Salesmen Asked to Reduce Baggage

Firms having travelling salesmen have been asked by the War Industries Board of the United States to reduce the amount of baggage, sample cases, trunks, etc., usually carried by their men, to help meet the scarcity existing in baggage cars. It is estimated that last year 24,000,000 sample trunks were checked—one-third of all the baggage carried free by the railroads. By using photographs, lithographs, and catalogues it is pointed out some salesmen have been able to dispense with as many as two-thirds of the trunks they formerly took with them. Only one full-sized model of any one class of merchandise, it is further pointed out, is really necessary. Where it is desired to show variety of color or fabric, as in dry goods, this can be done either by swatches or by color prints.

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Pushing Brands at the Expense of Bulk Sales

The present shortage of goods is being taken advantage of by many firms to curtail their output of bulk goods, or goods put out under private labels, to the advantage of their own brands.

For example, a western candy manufacturer, when his output was curtailed by the 50% allowance of sugar, decided to have the cut affect his bulk sales, at the same time pushing special branded lines through a vigorous advertising and selling campaign.

Instead of their former general line, largely made up of bulk candy sold in pails and cases, the available sugar supply was diverted from the manufacture of this class of goods into the manufacture of candy suitable for packing in re-sale packages which bore the firm's name to the ultimate consumer. This was merely a matter of detail in the manufacturing department, and without loss of time the Company found itself in possession of sufficient production of one particular class of candy—assorted chocolates—made with the maximum amount of nuts, fruits, chocolate, raisins, etc., with the result that better poundage was secured than by using the allotted sugar to make stick candy and mixtures.

A house organ was started and all desirable dealers put on the mailing list, and through this the plan of the company is being presented to the trade. Instead of going out to sell mixed candies and penny specialities, the salesmen are devoting their time to the development of accounts where branded packaged goods are featured. From a factory which before the war sold most of its output in bulk form, the company is now selling a constantly increasing proportion in branded resale packages. In spite of the fact that at present its sugar allowance is only 50% of normal, there is plenty of work to keep the sales force busy finding new outlets for its branded specialities made from sugar which formerly went into unbranded bulk candy.

As a result of advertising, distribution of branded lines is being rapidly pushed. Instead of permitting its organization to fall into a condition of laxity through inactivity, the entire organization is being kept on the move. And there is no tendency toward the disintegration which is so often the result of being oversold.

ADVERTISING CHANGED THEIR NAME

Through continued advertising brand name becomes better known than firm name, making change advisable. Newspaper advertising most important factor in growth of international business.

"I believe newspaper advertising has been the largest single factor in developing our company from a small $20,000 local concern to a large national institution operating mills, warehouses, and sales offices in every important district in the United States," said Robert M. Nelson, Secretary-Treasurer of the Certain-teed Products Corporation, St. Louis, at one of the sessions of the A.A.C. of W. Convention, recently held in San Francisco.

"The influence of newspaper advertising was perhaps brought home to us most forcibly during the few years just preceding our reorganization in January, 1917. From 1904 up to that date we had been operating under the name of the General Roofing Manufacturing Company, and during the latter part of that period we had been advertising Certain-teed Roofing quite extensively in newspapers. In a surprisingly short period of time the trade name of our principal product became better known to the public than the name of the Company, and the public began to refer to us as "The Certain-teed Company." Every mail brought letters addressed to us in various ways, such as "The Certain-teed Company," "Certain-teed Roofing Company," "Certain-teed General Roofing Company," and "Certain-teed this and Certain-teed that, but our mail never went astray despite this juggling of names. In short, the public suggested to us that it was about time for us to change our name, and when the public makes up its mind about anything, we have got to see it through. And we did.

"As a result of our newspaper advertising, plus quality, service and reasonable prices, we not only outgrew our name, but also our capitalization. Incidental to our reorganization in January of last year we took over the Mound City Paint & Color Company, the Gregg Varnish Company, and the Kent & Purdy Paint Company, and with these factories at our disposal we added a complete line of Certain-teed Paints and Certain-teed Varnishes to our list of other Certain-teed products. The manufacturing and sales organizations of these paint concerns were preserved intact and the old established lines which had been made in those factories for over thirty years were continued just the same as before. In order to manufacture both the old lines and the new Certain-teed paint products, it was only necessary to speed up production and put the plants on an efficiency basis. As soon as that had been done, the next and most logical step was to advertise Certain-teed Paints and Varnishes. Last year newspapers carried combination roofing and paint advertisements, but this year we are finding it more effective to run separate advertising schedules with only a few combination advertisements at certain periods.

New Products "Took" Quickly

"We were gratified to see how quickly the public learned of the merits of Certain-teed Paints and Varnishes through the medium of newspaper advertising. We can trace a great many direct sales of paints and varnishes to our advertising and no doubt a very large percentage of our sales has been influenced by advertising in such a way that it cannot be traced by us. Having already experienced the stimulating effect of advertising these products, we look to a great future in advertising these lines through newspapers as the volume of business may justify. This experience makes us believe that with our present extensive sales organization and warehouse facilities we could market Certain-teed Cough Drops, Certain-teed Gasoline or Certain-teed Breakfast Foods by proper newspaper advertising.

I have always subscribed to the theory that no product is sold by a manufacturer until it has been purchased by the ultimate consumer. It is one thing to put a stock of goods in jobbers' warehouses or on dealers' shelves, but it is quite another proposition to get the goods moved out of their resting places and purchased for use by the public. I believe that newspapers are without doubt the best consumer salesmen in the world. In fact, this is one of the principal reasons why the largest part of our newspaper advertising is always concentrated in newspapers at points where we have distribution. It reaches the dealer's particular public, and we can concentrate our fire in the best way for each particular district. We can tell our story quickly, and copy can be made up to fit the individual requirements of each case. The story does not "get cold" waiting for the next issue.

OBJECTS TO QUESTIONABLE ADS

"I have noticed that a great many newspapers are accepting advertisements of a doubtful character. The housecleaning movement has been getting a very good start and most of the magazines, I am glad to say, have completely cleaned their columns of all advertisements of doubtful character. The movement had begun to extend to newspapers, but I believe that in all the hurry and excitement of the war, this movement has not gone on as rapidly as it might have been going if the war had not broken in. The vigilance committees of the various local advertising clubs are still doing good work, but to me the necessity for a vigilance committee smacks of violations, and I think that the owners, the editors, the advertising managers and other influential men connected with newspapers should take upon themselves the duty of seeing that their columns are free from undesirable advertising matter. The necessity for a vigilance committee is an admission that newspapers themselves are not conducting their advertising columns in accordance with the proper standards. I do not make the broad statement that all newspapers require the supervision of a vigilance committee, because there are a great many newspapers on our lists to-day that are censoring their advertising matter almost as strictly as some of the high class magazines. We congratulate those newspapers and it is my hope that other newspapers will follow their lead."

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TELLING WHY.

Wooden barrel manufacturers have recently been under the suspicion of profiteering because of a sharp rise in the price of barrels. In order to meet the accusation promptly and to prevent the impression that they were taking advantage of trade necessities, an association of barrel makers has been advertising in the trade papers, stating the facts exactly. Details of the cost of manufacture are quoted.

The use of advertising to protect good will, endangered by a misinterpretation of war conditions, is frequently observed nowadays in United States publications more so than in Canada where similar need for it undoubtedly exists. The concern whose product is affected as to price, quality, or whose service is handicapped by labor or freight difficulties, may be in danger of losing goodwill which years of effort have built up. Advertising can state the facts and avert the menace.

TEAM WORK WINS!
Your work here makes their work over there possible
With your help they are invincible Without it they are helpless
NO! Just Hats Off To The Flag BUT Sleeves Up For It!

The recent campaign of the Imperial Munitions Board, aimed to influence workers through public opinion, would undoubtedly have been more effective had it been supplemented with the strong, ever-present appeal of posters such as these, displayed in and near factories employing the workers addressed.

Marketing

MONTHLY MAGAZINE OF CANADIAN BUSINESS

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 5th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.00 a year, elsewhere, $3.00. Payable in advance. Single Copies 20 cents.

ADVERTISING RATES, $40 a page, or 10 cents an agate line per insertion. Forms close 25th of month preceding date of issue.

A.B.C. audit of circulation applied for

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge Street, Toronto, Canada

VOL. XII, No. 8 OCTOBER, 1918

A Business Manager Wanted

IT is said that the Toronto *Globe* needs a new business manager—meaning a man who can manage to get some new business. There are many who think the *Globe* has been in need of this kind of management for some years.

For a paper so strong in its field, and influential with so large a number of people, and with a relatively low advertising rate, the *Globe* carries a shamefully small volume of advertising, and has done so even in better days. Probably there is not another paper of similar standing and circulation, in as good a field, anywhere on the Continent whose opportunities have been so little developed. Unless its chief morning competitor can be considered in the same class!

If the *Globe* has prospered, certainly much of the advertising with which it has been favored must be credited to the activities of advertising agents and other publishers in developing new advertisers, more than to any constructive or aggressive broad-gauged business-building efforts on the part of its arm-chair management and venerable staff.

Rather have the policies and attitude of the management tended to discourage the full development of its field. An arbitrary and unreasonable disposition towards its advertisers, and an unappreciative attitude toward advertising agents who were its biggest producers of new business, have been a heavy handicap. This is a result of a narrow viewpoint developed through too close confinement within the four walls of an office, out of touch with its advertisers and the sources from which its biggest revenues are derived, too assured of its own importance to "go after business."

The *Globe*, along with a few other Toronto newspapers, has professed independence of those who develop new advertising, because it "had its own staff of solicitors to take care of its home territory." Where are they? *Globe* advertisers, present and prospective, have told us they don't see a *Globe* advertising solicitor from one year's end to another —though occasionally the feeble voice of one has been heard over the telephone. The columns of the *Globe* show the result of this kind of "taking care of its territory." Compared with the dailies of Winnipeg, Halifax, Vancouver, London, Ottawa, or other cities whose newspaper managers are not too dignified or independent to get out and hustle for business, one realizes the extent to which the Toronto territory has lacked men who can "manage to get new business."

Had there been more earnest and aggressive getting out after business from the office of the *Globe* and other Toronto dailies, there would be more of a disposition to appreciate the efforts of those who are the biggest developers of advertising in Canada—the advertising agents—more co-operation with and support of their earnest endeavors, instead of curbing their enthusiasm and penalizing their productiveness.

There is much interest and speculation among advertising and newspaper men as to who will get the *Globe* job. It is an inviting opportunity to a broad-gauged, really capable man. It is generally agreed that he should be a better man than has yet blessed the business offices of any Toronto dailies. And there is a natural desire that he will be located and given a free hand—natural, because many other publishers would share in the benefit of a more progressive policy dominating Toronto's leading daily. Others would undoubtedly share to some extent in the fuller, freer development of Toronto's many unwakened advertiser-possibilities.

The Low Cost of Canadian Advertising

IN a recent issue of the *Literary Digest*, there appeared an advertisement of a group of Texas daily newspapers with a combined circulation of approximately 400,000. It was stated that a 5,000 line campaign in all these dailies cost only $1 a line.

The same week a co-operative advertisement of a number of Canadian dailies appearing in *Printers' Ink* gave their combined circulation as 1,000,000 and their combined advertising rate $1.23¼ per line.

Thus it seems that the average rate of Texas daily newspapers is just double that of a representative number of Canadian dailies, from coast to coast. If you think Texas not a fair comparison, select any other State or group of States, and you'll find few daily newspapers with rates as low as prevail in Canada.

Take a nearby comparison, for example. The rates of Buffalo's dailies run about 50% higher than those of Toronto. In smaller N.Y. State cities rates prevailing are more nearly on a par with those of Ontario, but nevertheless range from 10% to 25% higher. The dailies of Detroit with circulations about equal to those in Toronto charge about 10% more for their advertising space, while Cleveland dailies charge considerably more.

In meeting the Canadian publishers' calls for higher rates, advertising buyers should, therefor, not fail to recognize that for years they have benefited by the publishers under-valuation of his space, and be the more willing on that account to recognize his present necessities.

The Spirit of Co-operation

MR. Jason Rogers, of the New York *Globe* has been using space in the advertising and publishing trade journals during recent months to give his brother-publishers some straight talk about their business policies and practices. One of these was quoted in a recent advertisement of the Ottawa *Journal* in MARKETING.

"The spirit of co-operation must be more generally established and practised by our newspapers," says Mr. Rogers in another and later announcement, "before they will commence to secure any appreciable part of the advertising which rightfully should come to them from merchants and manufacturers seeking trade expansion.

"Selfish attempts to secure temporary advantages over a competitor," he continues, "seem a favorite practise among our newspapers. Small-bore men (did he have certain of our Canadian publishers in mind) should be replaced with those able to see beyond to-day's profit. As the curtain rises upon the scene of the new developments, those able to discern the indications for the future see two big basis principles among many others which we must assimilate and practise:

1. Cut out the knocking of a competitor and boost newspaper advertising regardless of whether we get it in our own newspaper or not;
2. Frankly pay the advertising agent a commission on new business which he creates for us, whether it is local or foreign.

"Let us first adopt and practise these two simple rules and we will find that our foreign business will more than double in a year." Other of Mr. Rogers' announcements emphasize these points in greater detail, especially the need for a changed attitude toward the efforts of the advertising agents.

Any of our Canadian publishers who are still antagonistic to this point of view, should remember that a couple of years ago, at the annual meeting of the A. N. P. A., Mr. Rogers was lined up with the publishers who were agitating for the abolishment of all agency commissions. If we remember correctly it was he who introduced a resolution favoring this move.

Evidently he has been doing some thinking and now realizes that the best interests of his own, and all newspapers can be served by giving greater encouragement to the agents' efforts instead of reducing or abolishing their commissions, and otherwise discouraging their activities. Other publishers' who have given the question fair-minded, far-seeing consideration, except what he terms the "small-bore" type, will be generally disposed to agree with him.

* * *

An Opportunity to be of Service

WE are going to be short of coal this winter. Many folks will not have enough—some not have any. So we are warned. Also we have been very wasteful of coal, we are told.

Does not this situation warrant a little advertising by the coal interests in all our cities? Is it not a duty for them to tell us how to use to better advantage whatever coal we can get? The public would undoubtedly like to know how to use coal so as to get more heat from it—or how we can make what we have go farther and last longer.

Here is a real advertising lead for live newspapers. Plenty of the required data has appeared in recent issues of the *Literary Digest*, prepared by the U. S. Fuel Administration, or can be secured from the Fuel Controller. Fix it up in the form of advertisements, and present the proposition to local coal dealers. Have them co-operate and share in the cost of publishing a few such advertisements during the next month or two. They want to retain or win back public good-will. They profess to be anxious to do anything possible to help us over the present emergency. Here is an opportunity for them to perform a real service.

* * *

Window Display Week

Newspapers all over the continent are asked to observe the week of October 7th to 12th as "Window Display Week." The idea is that newspapers will make a special effort to secure window displays for this particular week of products advertised in the newspapers—as an evidence to advertisers of the retailers' appreciation of the value of newspaper advertising.

The scheme has been promoted for several years past by the Advertising Bureau of the American Newspaper Publishers Association. Dailies in a number of Canadian cities have co-operated in the plan, with results that have been highly beneficial in some cities.

But it requires more initiative and push than has been put back of the scheme in Toronto in previous years. If the displays secured through the effort made by the Toronto dailies in connection with "Window Display Week" are to be taken as evidence of the dealer's appreciation of the value of newspaper advertising, then we can only conclude that few of them think much of it.

The plan offers splendid opportunities for publishers who are so disposed, to secure for their advertisers a great deal of real dealer co-operation. If it has not worked out this way in Toronto, it is because co-operation among Toronto dailies works against instead of for the interests of their advertisers, which proves a disadvantage to them as well as to advertisers.

* * *

Why Not Some of this in Canada

THE enforced use of substitutes for wheat has brought many difficulties and disappointments to housewives. Grocers tell of many cases where customers take the substitutes because they have to, but place the packages on their cupboard shelves or else use these supposed wheat-saving materials as food for hogs or chickens.

Housewives, generally speaking, do not understand how to use these substitutes to advantage. And advertisers of flour, wheat products and substitutes seem to be overlooking a splendid chance to make their advertising of real service.

There seems a splendid opportunity for some of our flour or baking powder advertisers to gain a great deal of goodwill among perplexed housewives by using advertising space in the newspapers and magazines to show them how to get good results from available materials.

COMMENTS ON CURRENT COPY

The outside viewpoint of a capable, constructive critic who is reviewing current Canadian advertising copy for MARKETING. Readers are invited to submit copy for comment.

By S. ROLAND HALL
Author of "How to Write an Advertisement"

THE critical observer of advertising can hardly help wondering, as he reads the periodical publications, if many of our advertising manufacturers have taken full account of the marked change in reading and thinking habits that has taken place since the people of the American continent have become absorbed in the world's greatest war.

Two former baseball enthusiasts were talking early in September. Said one: "I see that Chicago won to-day." The other registered astonishment. "Do you know," he replied, "I had forgotten that the world's series was being played. "Is it possible?" rejoined the first speaker, and then as the smile left his face, he added rather soberly, "I hadn't realized until you spoke that, though I knew about the world's series, I did not see a single big-league game this year. And it is the first time in ten years that I haven't seen eight or ten games a season."

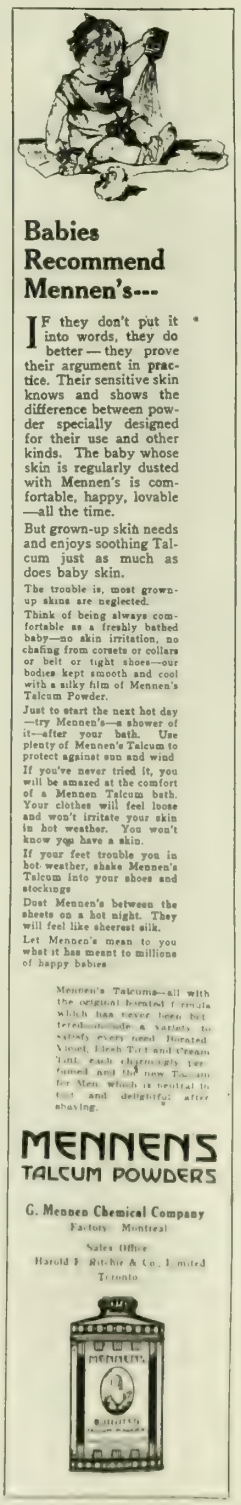
Doesn't the incident teach something?

The momentous conflict has inevitably and properly drawn the current of public thought more and more to the battle area, to the issues involved and the history-making changes that are taking place almost every month of our lives. Every other topic of interest suffers, some more than others. You have seen your electric light dim as the current is drawn off in another direction. Attention and the current of thought that it arouses is not unlike an electric current: the line of greatest attraction and least resistance is followed.

It is every advertiser's right to regard his product as an important one, but let him not deceive himself into thinking that an article of merchandise, which may be only one of a hundred or a thousand that the consumer buys is of such importance that he can easily command minutes of attention from the reader looking casually over the magazine or newspaper page and before whose mind is ever that absorbing topic—WAR.

All of which leads up to the chief point of this talk on copy, and that is this: most of us are nowadays giving the reader too much to read in our advertisements in the periodicals. This is not arguing that the so-called "poster style" is best for *all* advertisements, though it would be a fine thing for every copy-writer if he went through a good experience in writing street-car cards, for in so doing he would get the valuable lesson of how to present a striking message in thirty to fifty words. Yes, it can be done and on almost all subjects!

Here is Mennen, for example, giving the reader more than 500 words on the subject "Babies' Recommend Mennen's." Maybe there is somebody on the American continent who can write entertainingly enough about Talcum Powder to get the public to read a 500-word message, but I wouldn't want the job. I don't hold that mothers might not read 500 words or even 1,000 words about something of paramount importance to the Greatest Baby in the world, but I can't conceive of a very long message about Talcum Powder getting such attention. It takes the average reader more than two minutes to read such an appeal. We can take a lesson from the motion-picture folks who actually figure out just how long the average reader requires for reading a given number of words. Better fifty words that will be read than 500 that will be skipped or skimmed.


Babies Recommend Mennen's---
IF they don't put it into words, they do better — they prove their argument in practice. Their sensitive skin knows and shows the difference between powder specially designed for their use and other kinds. The baby whose skin is regularly dusted with Mennen's is comfortable, happy, lovable —all the time.
But grown-up skin needs and enjoys soothing Talcum just as much as does baby skin.
The trouble is, most grown-up skins are neglected.
Think of being always comfortable as a freshly bathed baby—no skin irritation, no chafing from corsets or collars or belt or tight shoes—our bodies kept smooth and cool with a silky film of Mennen's Talcum Powder.
Just to start the next hot day —try Mennen's—a shower of it—after your bath. Use plenty of Mennen's Talcum to protect against sun and wind
If you've never tried it, you will be amazed at the comfort of a Mennen Talcum bath. Your clothes will feel loose and won't irritate your skin in hot weather. You won't know you have a skin.
If your feet trouble you in hot weather, shake Mennen's Talcum into your shoes and stockings
Dust Mennen's between the sheets on a hot night. They will feel like sheerest silk.
Let Mennen's mean to you what it has meant to millions of happy babies
MENNENS
TALCUM POWDERS
G. Mennen Chemical Company
Factory Montreal
Sales Office
Harold F. Ritchie & Co., Limited
Toronto

So much talk not likely to be read.

Let's admit it. I do it at times and all of us do it at times! We sit down and write a little essay instead of a meaty message that is to do the hard work of an advertisement. We round it out, put in all the fillings and finishing touches, from an introduction—which the smart editors nowadays won't permit on stories and articles—down to the completely stated "admonition." Admonition—sure! we must get that in: we can't trust the reader to form his own conclusions after we give him the telling facts. Why can't we take a lesson from the story-writer and leave something to the imagination. We ought to.

Take the Neolin Sole page as another example. It will rank as good copy in any exhibit. It carries good illustrations and a fine name display at the bottom. The text is readable-looking and the advertisement as a whole has some of the elements of a poster—meaning that its message is caught at a glance. But did the writer really need over 200 words of text from the headline to the signature and will he get that 200 words across? Suppose he had written the copy thus:

CUT THE RISING COST OF SCHOOL SHOES.

School shoes get the roughest use. They must stand ever-busy feet and continual tramping through the wet. Cut the rising cost with tough, long-wear Neolin soles.

Neolin waterproofness prevents many a wet cold. Holds shoes in shape, too.

Neolin flexibility brings not only comfort but the opportunity for proper foot development.

Particularly fine for children but a joy for grown folks as well.

Neolin repairmen are equipped to put on either half or full soles. Look for the trade mark NEOLIN underneath and be assured of waterproofness, comfort and economy.

Most merchants have shoes with Neolin soles, but you are sure of getting them whenever you see this price-ticket in the window.

I haven't labored for hours to get smoothness in my revision, but at least all of the essential points of the original Neolin message are covered in a little over 100 words. The original headline was good, and I suggest a change there only because I can't see the need of giving four separate displays in one page to the word NEOLIN—I would rather give the "Rising Cost" appeal a chance to hit the reader between the eyes.

School Shoes Need Neōlin Soles

School days are coming and new school shoes will be needed

School shoes even more than others need Neolin Soles

School shoes get the roughest use — school shoes are tramped through wet mud and yet school shoe costs keep rising

Tough long-wearing Neolin Soles cut shoe costs. Even the children can't go through Neolin Soles so quickly

And to children Neolin flexibility brings not only comfort, but the opportunity for proper foot development

Neolin waterproofness prevents many a wet-foot cold. Holds shoes in shape, too

All the qualities which make Neolin Soles desirable on shoes for men and women — flexibility, waterproofness, durability are of magnified importance in the case of children's school shoes

The Goodyear Tire & Rubber Co. of Canada, Limited

Soles Neolin

Neōlin Soles

More copy than necessary

Here is the opening from a recent Republic Tire advertisement:

WORTH-WHILE WAR-TIME SAVINGS.

There are two marked and peculiar economies in Republic Tires.
It is more vital now that car-owners should realize them than ever before. One of these economies is the longer life of Republic Tires. The other is the smooth-rolling tread of Staggard Studs. There is no longer any question that the Prodium Process does make Republic Tires last longer.

The heading is not a very successful attempt to connect up with the saving necessities of the war, for it is only what a thousand advertisers are claiming in a general way: buy my clothes, my shoes, my hats, my socks, and save. We need something more pointed if we are to rivet the roving attention of the reader and induce belief for what we claim. The first three sentences of the copy are what Mr. Cyrus Curtis calls "just a nice little mess of words." With the fourth sentence the writer begins to be interesting, and if the advertisement had really told what the Prodium process is, it might have been convincing. But it didn't.

While we are on tires, look at another—the Michelin page. I dare say that a number of readers will be curious to learn what the Michelin Tire Test No. 3 is. Suppose the writer had illustrated, right at the beginning of his copy, that test that you will find described down in the small type, "how a small eraser on a pencil wears away as compared with an eraser that is broad and flat." That comparative illustration would have connected finely with what the goblin gentleman gayly bestriding the tire is trying to demonstrate. The Michelin page is not a weak advertisement by any means, but it is one more instance of how easy it is to successfully conceal an interesting "point of contact."

Watch the general type of reader running casually over a magazine or newspaper containing hundreds of advertisers' appeals. A hundred advertisements requiring a minute each will take nearly two hours of his time; half a minute each means nearly half an hour. With the reader giving ten, fifteen, twenty minutes, or maybe less, to the advertising pages of a good-sized magazine and likely to tire after giving attention to three or four advertisements, it isn't easy to pin his interest down. Isn't it wise to follow the plan of the story-writer, who doesn't hesitate to begin right in the middle of his yarn if thereby he can be certain of commanding interest?

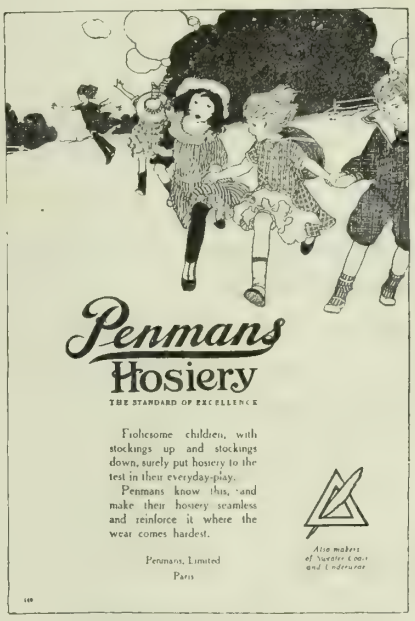
The Penman Hosiery copy-writer evidently planned to present something that could be read quickly, and he did it, but, oh, I wonder why that tame generality "The Standard of Excellence" wasn't replaced by the telling, definite point "Seamless and Reinforced Where the Wear Comes Hardest."

In the Calox and Moir's Chocolates' advertisements the writers passed up useless introductions and made their chief points at once, as the writer of a newspaper article does. The Calox example suffers by a hodge-podge display below the center. The Moir's Chocolates message is clean and easily read, but the name display could easily have been placed at the bottom, which would have permitted a mouth-watering top display of "Smooth, Thick Coatings and Centres of Creams, Nutmeats and Jellies." There are very few advertisers who are justified in so placing their names that they monopolize the space needed for the chief point of contact of the appeal. Only the advertiser whose name has become famous that it overshadows the selling points of his merchandise ought to do that.

Lest the reader misunderstands, let me repeat that, in my judgment, there are *some* subjects about which extended arguments may well be written, even with the minds of the people absorbed in the issues of the war, but why risk inattention with a long story about a cigar, a cake of soap, a can of talcum powder, or even a $40 tire?

McK&R
14C
From a dentist's letter —name will be furnished on request.
"A powder possesses the best antiseptic and cleansing qualities. The necessary ingredients to liberate Oxygen in the mouth are contained only in
CALOX
THE OXYGEN TOOTH POWDER
Cleans-Whitens-Preserves
A package sufficient for one week's trial and authoritative booklet telling "Why a Powder is Better Than a Paste" will be sent free on request.
Tell your friends about CALOX
The large size contains more than twice as much as the smaller size.
McKESSON & ROBBINS
Incorporated
New York
"Your 32 Teeth are 32 Reasons"

Makes chief point at once


Penmans
Hosiery
THE STANDARD OF EXCELLENCE
Frolicsome children, with stockings up and stockings down, surely put hosiery to the test in their everyday play.
Penmans know this, and make their hosiery seamless and reinforce it where the wear comes hardest.
Penmans, Limited
Paris
Also makers of Sweater Coats and Underwear

Suffers from tame generalities

Conceals point of contact

MOIR'S Chocolates
With their smooth, thick coating and centres of creams, nutmeats and jellies, make the holiday a real joy.
Moir's Limited
Halifax 101

Clean and easily read

145,000

Quality Circulation

¶ November issue of EVERYWOMAN'S WORLD, Canada's Greatest Magazine, exceeds 115,000. It carries a greater volume of advertising than any previous November issue.

¶ November issue of RURAL CANADA, The National Farm Home Paper, exceeds 30,000. The volume of advertising carried is double the November issue of last year.

¶ Consistent use of both magazines gives you the ideal combination for reaching the most responsive Canadian market.

¶ EVERYWOMAN'S WORLD covers thoroughly Canada's cities and Buying Centres everywhere from coast to coast. It takes you directly to the women, an average of over one out of every ten of the better class English speaking homes.

¶ RURAL CANADA covers the leading prosperous farm homes where Canada's highest priced farm paper is readily bought and appreciated. Its exceptional make-up and mechanical excellence put Rural Canada in a class by itself among Canadian farm papers.

Write for latest distribution statements. See that both magazines are on your list of preferred mediums.

Continental Publishing Co., Limited

Continental Bldg.,

Toronto, - - Canada

Charged Government Regular Rates

The "Toronto STAR" at no time discriminated against Government advertising. Not guilty of profiteering. Believes agency commission should be paid.

WITH reference to the article in last month's MARKETING the Toronto STAR advises that it was not a party to any arrangement to charge any higher rates for Government advertising than apply to all commercial advertising appearing in its columns.

All advertising for the Government which has appeared in THE STAR has been charged for at prevailing commercial rates, and the usual agency commission has been allowed in every case, excepting only the first WAR LOAN advertising, which was placed by the King's Printer, and the Victory Loan advertising last fall, which, by arrangement between the Canadian Press Association and the Government was placed in all papers at card rates net.

The STAR states that it does not regard Government advertising as patronage and that its management has always contended that this advertising should be handled on a strictly commercial basis, commission being allowed to advertising agents when their services are employed by any Government department.

At the time its present rate card took effect, in October, 1916, it was not intended that the maximum rate of 25c. a line (which previously had been 15c.) should apply to all Government advertising but only to transient advertising such as calls for tenders, etc., the same rate as applied to all transient advertising appearing in the STAR. The only difference of opinion was over the question as to whether all Government advertising should be placed under one contract, thus getting the benefit of the minimum rate or, as the STAR and other papers contended, that each campaign should be under a separate contract.

It is stated that the STAR did not approve of the arrangement made by the Canadian Press Association with the Government by which, in connection with last year's Victory Loan campaign, the Government was required to pay agents' commission instead of the publisher.

MARKETING is glad to place the position of the STAR with respect to Government advertising correctly before its readers. It has been made clear that the great majority of Canadian publishers held a similar attitude toward Government advertising—and for that reason it has seemed unjust to the publishing interests generally that the views of the minority should have prevailed until recently.

It has been the contention of MARKETING from the beginning that the representations which were made to the Government by representatives of the Press Association and on behalf of a few individual publishers, that the co-operation of the press could not be secured without preferential treatment, were contrary to the attitude of the majority of publishers. This was made clear in the first article in April MARKETING, which pointed out that the issue was forced by the efforts of a few

publishers to penalize Government advertising.

There could be no question as to the attitude of the majority after the action of publishers at the annual meeting of the Canadian Press Association last June when by almost unanimous vote they repudiated the previous recommendation of their Advertising Committee which sought to take Government advertising outside the usual commercial channels.

With few exceptions the newspapers of Canada have accepted Government advertising placed during the past few years at the usual commercial rates, the customary commissions being allowed when contracts was received through an advertising agency. The publishers who objected to being "squeezed out of" the agency commission were greatly in the minority. The Toronto STAR, we learn, was not one of them.

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CANADIAN FARM PAPERS LEAD

A bulletin issued by the GRAIN GROWERS' GUIDE includes figures showing the number of agate lines of display advertising appearing in the leading American and Canadian farm papers during 1917. According to these figures the GRAIN GROWERS' GUIDE heads the list, with 726,756, while third and fourth come FARMERS ADVOCATE of London and Winnipeg, sixth the NOR'-WEST FARMER, of Winnipeg, and well up in the list other Canadian farm papers. These figures would seem to indicate that the Canadian farm paper is recognized as even more important in its field that is the farm paper in the United States. The only disappointing fact about these figures is that so small a proportion of the total volume should be of purely Canadian origin.

❦ ❦ ❦

CANADA WEEKLY SUSPENDS

Vanderhoof, Scott & Co. Ltd., publishers of CANADA WEEKLY, formerly CANADA MONTHLY, have made an assignment to E. R. C. Clarkson & Sons. The last issue to appear was that dated September 12th. It is hoped a re-organization can be effected and publication of the magazine resumed.

❦ ❦ ❦

A convention of Direct Mail Advertising interests will be held at the Hotel Sherman, Chicago, October 9th to 12th.

❦ ❦ ❦

MACLEAN'S BEING ADVERTISED

MACLEAN'S MAGAZINE is carrying on an advertising campaign in daily newspapers in the principal cities, in a number of publications reaching business men, and in several magazines, with the object of further increasing its news stand sales.

The growing popularity of MACLEAN'S is indicated by the fact that its news stand sales have already reached the 15,000 mark, or greater than the sales in Canada of many of the American magazines which are considered very widely read. This will not surprise those who have noted the high character of MACLEAN'S editorial contents, which compare very favorably with the best of the magazines coming across the border.

A HEALTHY INCREASE

in the circulation of any publication is gratifying to the publishers, as it is an endorsement of the editorial policy. Advertising rates necessarily advance but advertisers protected by contract enjoy an excess of circulation over and above actual guarantees.

Canadian Farm

is at present completing advertising contracts on which the guarantee of circulation is exceeded by 8,000. Even on new contracts placed to run for a period of 12 months the circulation guarantee is already exceeded by 2,000, and until new rates are announced contracts will be accepted at 15c. per line protecting the advertiser for a period of 12 months.

28,000

is the present high point of Canadian Farm's paid circulation. This growth during the past year is largely due to an important new editorial feature, a

Twice-a-Week
MARKET SERVICE

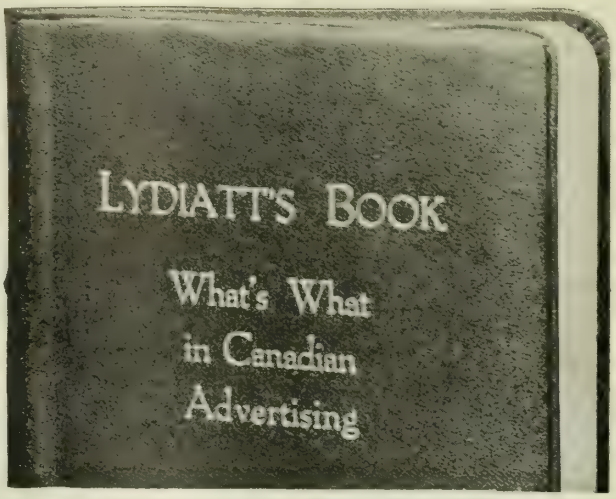
aiming at, and succeeding in, giving the farmers of Ontario the very best available information on the changing prices of everything they have to sell.

"AN INTENSIVE STUDY OF THE FARM MARKETS OF ONTARIO" compiled by Canadian Farm will be mailed to any advertiser on request. This booklet will be of service to you.

CANADIAN FARM

181 SIMCOE STREET - TORONTO

Answers Your Advertising Questions



Canadian Advertising and Marketing Data

Accurately compiled and conveniently condensed and arranged in the independent and wonderfully complete

LYDIATT'S BOOK

"What's What in Canadian Advertising"

1918—5th Annual Edition **$2.00 a Copy**

More accurate and complete information as to rates and circulations of all publications than is found in the files of many agencies. Hundreds of the largest advertisers and agents in Canada, the United States and England rely on it very largely for the information they need in selecting mediums, making contracts, preparing copy, investigating the market. Even the best informed find it a dependable, time-saving, ready-reference. "We find it absolutely necessary in our work," say the advertising agents of Ivory Soap, in ordering this year's edition.

AUTHORITATIVE RATE BOOK OF CANADIAN ADVERTISING MEDIA

Many changes in rates, in closing dates, publication sizes, frequency of issue, and in the relative standing and costs of competing mediums; many important new market statistics—literally hundreds of details and changes necessary to bring your information up to date—all accurately recorded and conveniently arranged in this wonderfully comprehensive little book.

A handy, pocket-size, leather-bound book, containing all the facts and figures busy advertising men constantly need. Everywhere recognized as the authority on Canada's advertising mediums. Not an agency directory or catalogue, but an absolutely independently compiled data and rate book for advertising buyers. Order your copy now.

Sent postpaid, on receipt of the price, $2.00

W. A. LYDIATT, Publisher

53 Yonge Street, - - TORONTO

ADVERTISERS' COMPLETE GUIDE TO THE CANADIAN MARKET

Characteristics each province and principal cities, describing their industries, resources, etc.; census manufacturers and agriculture, statistics population, (distribution race, religion, ages, occupations, earnings, urban and rural, dwellings and families, etc.); bank clearings, customs revenue, building activity, number autos, retail stores, industrial payroll, etc., by cities; imports and exports;—thousands of conveniently condensed, up-to-date figures indicating trade conditions and market possibilities.

ACCURATE DATA CANADA'S ADVERTISING MEDIUMS

Correct 1918 advertising rates, most reliable and complete circulation figures (indicating local, out-of-town, net paid and gross average separately, compared with year previous); column sizes, etc., all daily newspapers; which use mats and unmounted plates; similar data all magazines, agricultural, religious, trade and other class publications; cost poster and street car advertising by cities, number posters required, etc.; valuable suggestions for handling window displays, sampling, demonstrations—all facts essential to intelligent handling of advertising appropriations.

VALUABLE REFERENCE FACTS

COPY-WRITING, ENGRAVING, TYPE, DISPLAY, PROOF-READING, ETC.

Preparing copy to suit medium; selling power various kinds copy; description, specimens, cost various kinds engravings and how to order them; hints type selection with handy specimens most popular display types; table words per inch various type sizes, paper and envelope sizes; printing costs; proof-reading marks; color laws, uses and costs electrotypes, stereos, matrices, etc.; postal rates; customs charges, trade mark and copyright regulations, express rates, etc.—all things needful to know yet hard to remember, conveniently combined in the one book.

NEWS PRINT PRICE GOES UP

Paper which cost Canadian publishers $35.00 up to about a year ago costs them $69.00, or nearly double, commencing October 1st, in accordance with the ruling of Paper Controller Pringle. This represents an increase of $12.00 over the price which has been paid since last spring. Publishers claim that this means an increased cost to Canadian newspapers of more than $3,000,000, and strong representations are being made to the Government to upset the Paper Controller's decision.

Ernest H. Lawson, recently with CANADA WEEKLY and formerly wth EVERYWOMAN'S WORLD, has joined the service department of R. G. McLean, Ltd.

"Send for booklet telling how to order shoes through the mail, postage free." Does this, from a current advertisement, mean that the booklet tells how shoes may be ordered through the mail, postage free, or that the shoes will be delivered postage paid, or that the booklet is sent you, on request "postage free."

In the latter case, which is probably correct, should the sentence not read, "Send for booklet, postage free (or postpaid) telling how, etc." This need for making the precise meaning clear is frequently evident in advertisements.

Frederick Stearns & Co., Detroit, are offering prizes of $150, $100, $75, $25, and five of $10, for short jingles or rhymes about Zymole Trokeys, telling why they are good, why they keep the voice fit. Entries must reach their Jingle Department before December 15th next.

"CANADIAN COUNTRYMAN" has moved from 14 McCaul Street to new offices in the Goodyear Building, Simcoe and Richmond Streets, Toronto.

Some new copy for the Confederation Life Association running in a limited number of daily newspapers is prepared and placed by R. C. Smith & Sons, Ltd., Toronto.

The advertising of "Old Dutch Cleanser" will be resumed shortly, a new series of advertisements having been prepared by the Norris-Patterson Agency.

Advertising for the Kitchen Overall and Shirt Company is going out to newspapers and farm papers through the McConnell & Ferguson Agency.

Frank Johnson, formerly head of the art department of E. L. Ruddy Company, Toronto, outdoor advertising agents, has been appointed by the Royal Air Force to paint pictures of battle aeroplanes in action. These paintings by Mr. Johnson, who is himself a flyer, will, it is said, be preserved in the national archives of Canada.

The "WINNIPEG TELEGRAM," which resumed publication last month after a three months' suspension due to fire, has again changed hands. It has been purchased by interests which are said to have acquired control of a number of publishing properties from the Great Lakes to the Pacific Coast.

AT A TIME when the leading magazines are carrying a greater volume of advertising than ever before in their history, it is significant to note the standing of Canadian magazines in relation to the most-favored U.S. periodicals

as shown by the record for September compiled by Printers Ink

RECAPITULATION OF ADVERTISING IN MONTHLY CLASSIFICATIONS
(Exclusive of publishers' own advertising)

	Columns	Agate Lines
1. System	342	49,043
2. Ladies' Home Journal	229	45,909
3. Harper's Bazar	216	36,319
4. Good Housekeeping	206	29,473
5. Vanity Fair	180	28,472
6. American	180	25,807
7. Popular Mechanics (pages)	113	25,422
8. Pictorial Review	125	25,063
9. Woman's Home Companion	125	25,000
10. Country Life in America	131	22,154
11. Canadian Home Journal	106	21,325
12. Cosmopolitan	148	21,186
13. Delineator	100	20,170
14. MacLean's	138	19,370
15. Review of Reviews (pages)	84	18,864
16. Harper's Mag. (pages)	80	18,067
17. Association Men	125	17,500
18. Red Book	121	17,371
19. World's Work (pages)	76	17,076
20. Popular Science Monthly (pages)	75	16,932
21. Everywoman's World	48	15,840
22. Designer	76	15,205
23. Woman's Magazine	75	15,138
24. McCall's Magazine	75	15,072
25. Modern Priscilla	82	13,902

PARTICULARLY significant is the record of the . . . . Canadian Home Journal

Only four of numerous magazines of a similar character carried a larger volume of advertising.

Canadian Home Journal

TORONTO, CANADA

What People Think

An individual who holds the respect of his household and commands the admiration of his fellow-citizens so they desire his company and wish him with them as often as possible, must be of outstanding ability, have good judgment, and give advice worth following—in other words, he must be a recognized leader.

The London Free Press

in its field is comparable to such a leader. In its household—the City of London—this is recognized to the extent of almost two readers to one of any other daily paper.

The Free Press, Morning, Noon and Evening editions, are eagerly looked forward to by readers at over 500 Post Offices in Western Ontario—the richest garden in the Dominion of Canada.

These readers learn "to-day's history" from its pages. They become acquainted with new articles, new discoveries, new developments through its advertising and news columns.

The people of Western Ontario have learned to depend upon The London Free Press because of its reliability,

Manufacturers who have a worthy message to consumers, will receive a ready response from London Free Press readers. They are an educated, well-to-do class—looking always for something better.

The London Free Press

(WESTERN ONTARIO'S FOREMOST NEWSPAPER)

Ask any recognized advertising agency about the Free Press and the rich, responsive market it serves.

IT is just as important that you select a "going" town for your advertising as it is that you have your monetary investments in a "going" concern.

THE TWIN CITY KITCHENER AND WATERLOO

is a "going" community, industrially and commercially prosperous to a degree, and having all reasonable assurance that present favorable conditions will continue.

In this enviable city the newspaper dominating the field is

THE NEWS RECORD

(Member A.B.C.)

CANADIAN PUBLISHERS ASKED TO CUT OUT WASTEFUL PRACTICES

The News Print Paper Committee of the Canadian Press Association, after recent conferences with the Canadian Paper Controller, adopted a resolution recommending to Canadian newspaper publishers that they observe regulations which follow very closely those recently enforced in the United States and which were published in last month's MARKETING.

It is pointed out that while the consumption of newsprint paper in Canada per capita is only two-thirds that of the United States, the Committee believes it is the patriotic duty of every Canadian publisher to promote the conservation of labor, materials and transportation at this time by discontinuing the wasteful practices of circulation which are outlined.

It is hoped that publishers generally will fall in line with the recommendation so that it will be unnecessary to make such restrictions obligatory.

The Canadian Government is now considering placing restrictions on the press with a view to conserving newsprint paper which will shortly be in effect. It is probable that the size of Canadian newspapers will be further reduced, and not at all unlikely that circulation practices will be regulated. No new papers will be permitted to be started during the war.

* * *

The Vancouver WORLD has opened an Eastern Canadian office in charge of Mr. J. B. Rathbone, at 95 King St. East, Toronto, who will be a salaried staff representative. Mr. Rathbone will co-operate to the fullest extent with general agencies and advertisers on behalf of the WORLD, as he now does for several other newspapers.

* * *

The Norris-Patterson Advertising Agency have removed from the offices which they have occupied in the Mail Building, Toronto, for a number of years to handsome new quarters on the ground floor rear of 10 Adelaide St. East.

* * *

The Nanaimo, B.C., FREE PRESS, for the past 45 years owned and conducted by its founder, the late H. G. Norris, and since his death, by his son, came into the control, on September 1st, of Mr. E. Marshall, who has been editor for three years.

* * *

The St. Catharines, Ont, STANDARD is erecting a new addition to its building.

* * *

The Stratford BEACON and HERALD have increased their subscription rates for city delivery to $5.00 a year.

* * *

Commencing September 16th, the Montreal "GAZETTE" increased its price to 3c. a copy, or for delivery by carrier 75c. a month, $8.00 a year. This constitutes an increase from 2c. a copy and $6.00 a year. The "GAZETTE" merits much credit for this move, since the other Montreal dailies are still holding to the wholly inadequate 1c. rate.

A.C.A.'S ANNUAL MEETING TO BE IN MONTREAL

The regular Annual Meeting of the Association of Canadian Advertisers, Inc., will be held in Montreal on October 21st and 22nd.

Details of the program have not yet been completed, but it is expected that this year's meeting will be one of the most interesting and largely attended of any yet held. Reports of officers and committees for the past year will be presented, and new officers elected.

A live interest is taken in the Association's affairs by many of its members, so that substantial progress has been made during the past year, and even more substantial results may be looked for in the future.

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DISCOURAGE AD. SOLICITATIONS

At a recent meeting of the Canadian Paint, Oil and Varnish Association a resolution was passed reading as follows:—

"Inasmuch as many advertising schemes of a worthless nature are being continually submitted to the members of the Association, who appear to be subject to special exploitation on account of the paint and varnish manufacturers being large advertisers, and since many of these schemes come perilously close to blackmail, it was moved, seconded and resolved—

"That the members should protect themselves against this by refusing to consider any advertising proposal outside of the regular recognized and legitimate media, unless it has the written endorsation of the Association of Canadian Advertisers, Inc."

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"Advertising and Selling" has been purchased by Wm. B. Curtis, publisher of the "Advertising News" and other publications, and commencing with the issue of September 28th was merged with the latter publication and will be published weekly hereafter as "Advertising and Selling (with the Advertising News)." George French will be editor and Wm. C. Freeman General Manager.

"Advertising and Selling" has been published monthly for the past ten years, being a consolidation of "Profitable Advertising"—familiar to old-time advertising men as one of the earliest and most creditable of America's advertising trade publications—and the "Selling Magazine," a less known journal published in New York.

This leaves only the two independently published journals in the United States—"Advertising and Selling" (with the "Advertising News") and "Printer's Ink."

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The National Automobile Shows which were to have been held in New York and Chicago in January and February have been cancelled by the National Automobile Chamber of Commerce at the request of the War Industries Board. Promoters of other local shows for automobiles, trucks and accessories have also been urged to abandon all plans for any shows during the coming year.

RESPONSIBILITY

THE newspaper that safeguards its editorial and news columns gives its maximum value to its readers.

The readers of that newspaper come to regard it with trust and confidence.

Having thus earned the goodwill of its readers, that newspaper is able to give its maximum value to its advertisers.

> Its readers clearly understand that the Publisher feels his responsibility for his advertising columns, and his advertisers understand that he feels his responsibility for his editorial columns, so that what he places before his readers may not lessen the value of the newspaper as an advertising medium.

THIS sense of responsibility has given THE CITIZEN its foremost position as an advertising medium. You get the weight of its influence with its readers when your sales-story appears in its columns.

THE CITIZEN excludes from its columns all patent medicine, all liquor, and all other objectional advertisements.

NATIONAL advertisers, anxious to increase their prestige, enlarge their patronage, and multiply their profits, can do so to advantage by appealing to the people of Ottawa through the medium which strongly appeals to them.

THE CITIZEN

EVENING MORNING

A Clean Newspaper for the Home

OTTAWA - - CANADA

Member Audit Bureau of Circulations

Daily Average Net Paid Circulation for August

30,437

of which 18,981 were delivered in the City

The Canadian Countryman

Toronto Saturday January 9 1915

A Few Significant Facts

THE manufacturers of the highest priced automobile yet advertised to the farmers of Eastern Canada selected Canadian Countryman, after careful investigation of available media, as the one publication to carry their test campaign.

The largest tractor campaign run in Eastern Canada to date was concentrated, in full page spaces, in Canadian Countryman and just one other farm weekly.

The Eastern Canada farm advertising of one of the largest automobile tire manufacturers in America appeared only in Canadian Countryman during the past year.

One of the two largest safety razor manufacturers in America used only Canadian Countryman among the farm papers of Eastern Canada during 1918.

Canadian Countryman was quoted, on important agricultural topics, in over 300 Ontario newspapers during the past year.

One of the most successful farm paper advertisers in Eastern Canada has found his best results have come through concentrating large, impressive copy in the two strongest publications—one of them Canadian Countryman—and using a schedule about half as large in the others. In figuring on the farm publications that should carry its advertising, an implement concern asked each paper for lists of its subscribers for good county or district centres, like Brantford, Woodstock, Kingston, Brockville, etc., and also for all post offices within the retail trading radius of each of these places. A report from the advertiser's local representatives, who cover the territories in question, produced some interesting information bearing on the circulation and standing of the various publications. The Countryman and one other farm paper in Eastern Canada have special reason to be glad this investigation was made. We only hope that other advertisers will adopt some equally definite means of determining what publications they can most profitably use.

Our A. B. C. report for the six months ending June 30, 1918, has just been issued. We have ordered a good supply of copies and will be glad to send one to any interested advertiser or advertising agency

THE CANADIAN COUNTRYMAN

GOODYEAR BUILDING, TORONTO

Member A.B.C.

Defending Candy

War-time conditions have placed the candy manufacturers in an embarrassing position. They have been restricted by a sugar "allowance" fifty per cent. their normal consumption, and many people, without knowing the facts, are criticising the authorities for allowing candy manufacturers any sugar at all.

What are candy makers doing to meet this situation?

Oregon candy manufacturers have decided to appropriate a fund to be used in telling the general public the facts about candy and the candy industry. This is to be done through the newspapers. The advertisements will be strictly of an educational nature to acquaint the people of Oregon with the fact that candy is a valuable food; also that the candy industry really uses only a small proportion of the national consumption of sugar; and, further, that when a pound of sugar is made up into candy its food value is in nowise lessened. People are to be disabused of the idea that sugar is destroyed or wasted when made into candy.

These Oregon advertisements argue that a pound of chocolates has more food value than a pound of beefsteak. Also that not sugar alone but fruits, raisins, nuts, cocoa, corn syrup and other ingredients make up the bulk of candy. One advertisement points out that while sugar is a recognized food essential, no one eats it in its raw state, but that one man likes his in coffee, another on fruit, while still another may prefer his mixed with chocolate and other ingredients and called "candy."

Those who may wish to cut down on their candy eating are reminded of the soldiers craving for candy and it is suggested that they could do nothing more patriotic than to send what candy they save to some soldier.

Candy manufacturers in San Francisco, and in Washington and other Western States are said to be planning similar co-operative campaigns. And we are also to have one in Canada.

♦ ♦ ♦

Objections to Standardization

"One of the strongest objections to standardization in many fields is that it tends to deprive life of variety It would be possible to standardize almost everything which ministers to our needs, comfort or pleasure, and the aggregate saving would be enormous. But who would enjoy a world in which all lived in the same kind of houses, wore the same cut and color of clothes, served and ate the same kind of food, filled their houses with the same kind of furniture, drove the same kind of automobiles and chewed the same kind of gum? The variety of human tastes is infinite; and it demands corresponding variety in the things used and consumed. The field for the beneficent application of standardization is restricted, because its general application would simply result in the production of vast quantities of things which would be exactly alike and therefore would suit the tastes of almost nobody.

♦ ♦ ♦

Western Canada farm papers are reporting substantial gains in circulation during recent months, and are also announcing increased advertising rates.

ONLY RAPID MOVING GOODS WANTED

That the more progressive merchants are recognizing the advantage of handling branded goods which are known to the consumer is indicated by an interview with Alexander McLean, formerly a druggist in Canada and now owner of nine big drug stores in Chicago.

"I believe in co-operating with the national advertiser and with the manufacturer who spends his money to help me get business," he says. "If I put in canned goods and package groceries they are going to be standard brands, and don't you forget it. My margin may not be as much on the individual sales, but my net profit will be greater because the turnover will be greater. I am trying to rout out every long profit item in my stock. I am discontinuing all unknown brands. I cannot afford to be bothered with them. They turn too slowly and are a drag on my profit making machinery. By selling standard, well-known brands of goods I am following the lines of least resistance. Having quick moving lines instead of the stickers that pay a long profit I not only can gain through more frequent turnover, but I can keep my stock fresh—something that is more than essential in a drug store."

❦ ❦ ❦

THE MOTOR TRUCK AS AN AID TO BUSINESS PROFITS

This is the title of a new business book just published by the A. W. Shaw Company, covering the operation and maintenance of motor trucks.

The book is a collection of tested plans used by hundreds of truck owners, some of them authorities on motor truck economies, other successful business men who have used motor trucks to increase their business profits. There is no discussion of mechanical construction only in so far as it has a bearing on maintenance and operating costs.

The author is Mr. S. V. Norton, who has been closely associated with the motor truck industry from its inception.

The field of the motor truck in modern business; When to change from horse to motor delivery; How to determine the cost of performance; How to keep the cost records; Selecting the right truck; Planning the delivery system; Devices that reduce loading time; Effective scheduling and routing—are chapter headings which indicate the practical nature of the book, which contains 540 pages and 335 photographs, drawings, charts, etc. The price is $7.50, and copies may be secured through the publisher of "MARKETING."

❦ ❦ ❦

The "WINDSOR RECORD," recently purchased by W. F. Herman, of the "SASKATOON STAR" and "REGINA POST," was replaced with the issue of September 3rd by the "BORDER CITIES STAR." A number of changes in typographical make-up were effected and new advertising rates announced to go in force October 1st. Instead of a sliding scale of rates ranging from 2¼ to 3c. a line, which prevailed on the "RECORD," the rate in the "BORDER CITIES STAR" will be a flat rate of 3c. per line. The size of the paper is increased to 8 cols. 12½ ems wide and 294 lines deep. It is represented in Toronto by F. W. Thompson, in Chicago by W. H. Stockwell, and in New York by Chas. E. Miller.

Ottawa Merchants Will Push "Journal Advertised" Brands

TWO hundred and seven of the leading retailers in all lines have signed The Journal's "Creed" on advertised goods. They have pledged their co-operation with window and counter displays, and personal recommendation for "Journal-advertised" products.

This unique "Creed" contains more signatures of Ottawa Retail Grocers than any similar pledge ever given.

The Journal is the "Official Organ" of its readers—the best people of Ottawa. It will not act as the special mouthpiece of any class, any organization, or any political party. "A fair deal in politics, business and industry" is its motto.

If you are an advertiser, you should see The Journal's book on Ottawa. It is free.

The Journal Dailies

Member A.B.C. OTTAWA

Dominant Mediums at the Capital

Toronto Branch Office; J. B. Rathbone, 95 King St. East.
New York; Chas. H. Eddy Co., Fifth Avenue Building.
Chicago; Chas. H. Eddy Co., Peoples' Gas Bldg.
Boston; Chas. H. Eddy Co., Old South Bldg.

POSTERS are the heavy artillery—the barrage—which pave the way for your goods to go "over the top."

The "strategy" which makes their use most effective is the fruit of much experience. This is where I can be of service to you. Let me show you how.

A. R. KENT

Outdoor Advertising

Everywhere in Canada

Kent Building,
TORONTO

(*Continued from page 4*)

While there are several other paragraphs, including a postscript about their staff of paint specialists whose brains and ideas are offered to builders, it is apparent that the success of this letter is due to the fact that the advertiser selected one insignificant angle of painting and let this serve as an entering wedge, rather than marshalling all his forces for one big frontal smash.

Harry Houdini, greatest of magicians, lets us into a secret of his craft, when he tells us that he always tries to direct the attention of the audience, by turning his eyes on some particular object, so that he may work the difficult tricks with his hands. In the same way, writers of flank forms of letters rivet attention to a name, a performance, some figures, in the very opening of their letter, because that gives an air of reality, of conviction to what is to follow, and prevents the reader noticing the mechanical means and operations used to lead him away from his prejudices, his defences, so that we may gain the order. As evidence of this, I'm quoting the beginnings of two letters treating of the same subject; fertilizer. One moment's study will demonstrate the superiority of the flank attack.

Here is a manufacturer's letter with a weak, ordinary opening, lacking in conviction, full of generalities, stuffed with "we this and we that" sawdust, lacking in focal point and selling value save the one point of price reduction:—

"Such good results were obtained by our customers using Gorman's Nitrogen Fertilizer last year, that we have arranged to increase our capacity for production this year. A large proportion of those who used it last year have voluntarily written us giving an account of increased crops obtained through its use. We have arranged for the production of a larger amount this season and have accordingly decided to reduce the price on larger orders," etc.

Compare with these four paragraphs, part of a dealer-to-user letter:

"If you do as Arnold Bader did—he lives five miles northwest of Monticello on the Bowen road—you will have very little trouble with your clover and you can start a field of alfalfa that will grow."

"For three years Mr. Bader had been trying to get a catch of alfalfa and clover. His clover came up better than his alfalfa but both were thin in spots. Either they didn't last through the winter, or the scorching sun of July and August burned them out."

"Mr. Bader used Farmogerm with his alfalfa and clover seed last season. The results were better than we dreamed of. He got three cuttings with his alfalfa. His clover was good and he received from 12 to 14 more of cream a week from the same cattle this winter than he did last. Think of it—14 pounds more cream from the same cattle!"

"How Mr. Bader succeeded is pretty well explained in the pamphlet enclosed —" etc., etc.

Now then, although that letter was two pages long—although it was mailed under third class postage—although it enclosed no stamped envelope, it did bring back, from a list of 1,500 farmers around Monticello, 20 direct reply orders and brought in more than 150 farmers to the dealers' store to talk over things! It rings with sincerity, avoids platitudes and generalities, centers the attention on facts and figures that carry conviction, uses a name every Monticello farmer knows and has no long words or tedious sentences. It is a fine specimen of the flank attack and can be altered to suit any form of business. Don't believe this last, eh? Well then, let us put it to use selling two things every MARKETING reader is familiar with, advertising space and printing. Watch us as we follow the model:

"If you do as Clifford Elvins did—you know him as the brainy advertising manager of the Imperial Life—you will have very little difficulty with direct advertising and your printing will produce profits.

"For three years Mr. Elvins had been trying to find a printer with both craftmanship and service ideas. He could find men with advertising sense, but they'd be lacking in typographical excellence or the physical equipment for his large contracts and as a result his mailings would show the fault.

"Mr. Elvins tried out the firm of Mann, Mortimer & Southam, last season. The results were better than we dreamed of. He got increased returns from every folder, every booklet, even when the same copy was used.

"If you do as Thornton Purkis did—he's one of the live wires in the big Gibbons Agency—you will have very little trouble with your Ottawa distribution and your clients will have a marketing field that will grow.

"For three years he had been trying to put over the paints of one of his clients, Lowe Bros., in that territory. He could get either quality circulation with limited sales, or quantity circulation and annoyingly small orders from the dealers. One or the other always had a disappointment in store.

"Last season, Mr. Purkis placed the Lowe Bros. contract with the *Citizen-Journal*. The results were better than he expected. The dealers reported a 20% increase, though the same amount of space and copy was used. Think of it— a 20% increase in sales for the same cost!"

There are a number of other fine flank openings, alive with human interests with focal force that grips the attention with a suave ease, so that one does not feel the hold until it is too late and one is deep in the reading. For instance, there is the experience of the restaurant man who built up a large clientele among business men, NOT by battering along lines of "superb service, distinctive atmosphere" and other frontal claims possible to every competitor, but by specializing on mouth-watering dishes and making each letter talk just one toothsome dainty. One letter opened: "I'D GIVE A NICKEL TO SEE YOU EAT YOUR FIRST PIECE OF ANNA'S LEMON PIE" and that letter, going to 385 business executives (heads of business and departments, mind you, not clerks) brought 122 of them to lunch the next day, and to ask for "Anna's lemon pie"!

Sometimes the flank attack takes the form of picturing the disadvantages of the *other* method of doing things, as did this letter of the Packard truck:

"You remember the teamster! How he slouched in his seat, dreaming or whistling, as his heavy footed horses plod their rounds? He's the real man of leisure to-day.

"If you have horse delivery, you PAY for that leisure!" etc.

Or, take this one, the second in a series of follow-ups, which can serve anyone for a similar purpose:

"Twenty minutes past three.

"In half an hour the afternoon mail will make its last delivery. I'm sitting here waiting for an envelope with your name in the upper left-hand corner.

"An answer to my letter of August Third.

"That letter went to a great many contractors beside you, and some of them have written enthusiastic replies, but I'm—" etc.

Study the sympathetic treatment of mother's pride and love for her baby and how it builds up a friendly relation before the manufacturer says one word about his own product—a style of treatment possible in any selling, for every business head is the father and mother of his business child and responds to *pure and sincere* sentiment about it, as this mother would to this letter:—

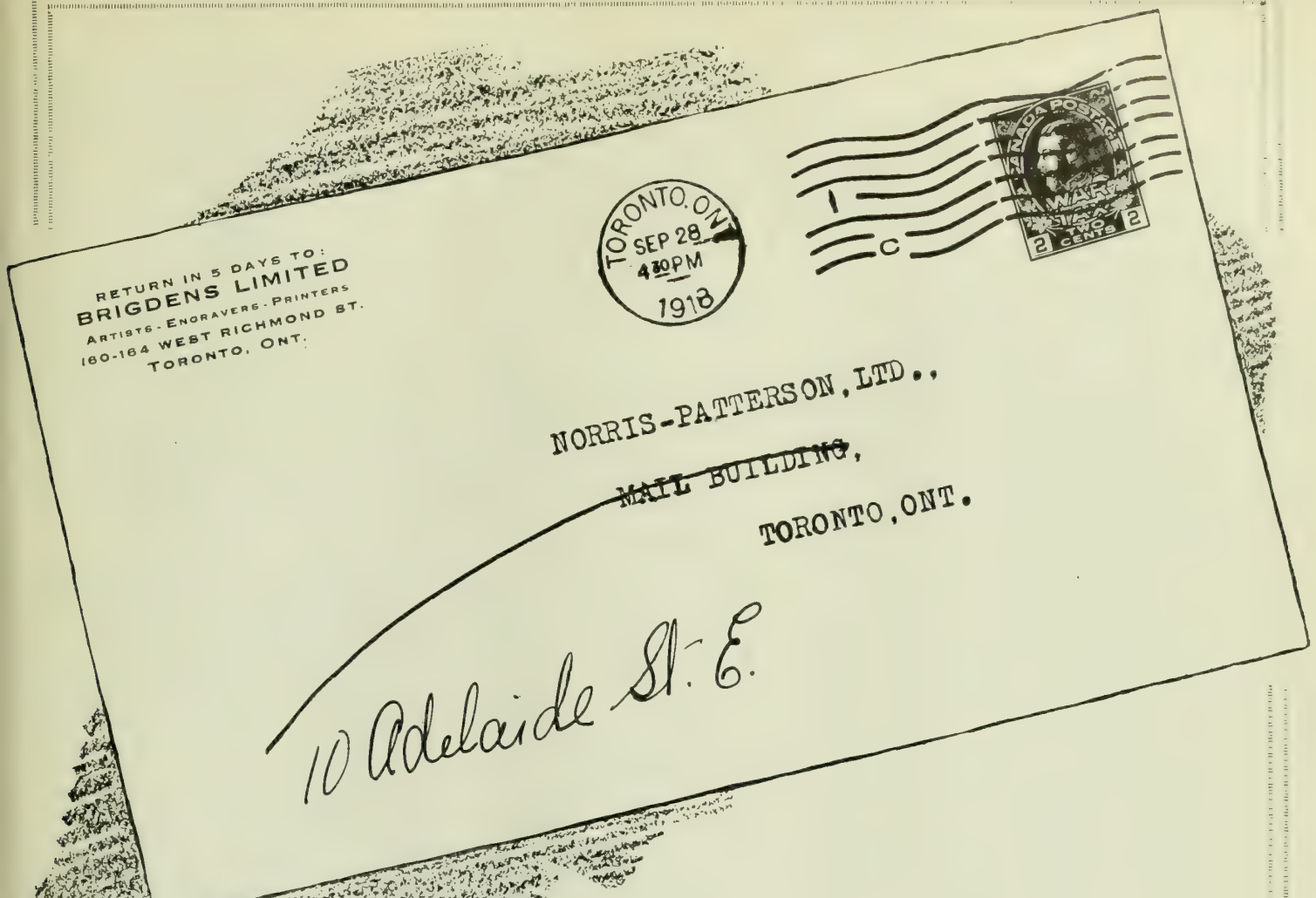
"After baby's food and baby's clothes, the most important thing you have to decide is the little carriage that baby is going to ride in—is going to be seen in—going to be admired in.

"Never a child came into the world but was worthy as handsome a cart as could be afforded. We take pride in the handsome, comfortable, stylish, little carts we make. We would rather make a good cart for a little round baby than the finest automobile that runs, and no one, we honestly believe, makes better go-carts," etc.

So it goes, ringing different changes, as every general varies the strategy of his flank attacks. The greatest strategy of all, is to make your letters human with people and appealing with word pictures. Don't try to write literature, but talk sense and talk with colourful feeling. Don't strain—take it easy, as if you were going to write the most interesting short story and you'll never arouse your reader to switch his guard from the front and your flank attack will bring back its captive's orders. Good wishes to you.

The two Aylmer, Ont., weeklies, the "EXPRESS" and "TRIBUNE," have been combined.

The "KITCHENER NEWS-RECORD" has issued a new rate card, effective September 1st, increasing the minimum rate from 11c. to 14c. an inch, and other rates accordingly.



The healthy growth of our business has forced us to remove from the building in which we established ourselves fourteen years ago to more commodious premises.

The new offices occupy half of the ground floor of the modern, fireproof building at 10 East Adelaide Street, right in the heart of the city's activities, a few steps from the corner of King and Yonge Streets.

Our new quarters not only leave nothing to be desired in the way of good light and ventilation, "elbow room" and modern office equipment—all of which are important aids to business efficiency—but they provide ample accommodation for new business for some years to come. Among other advantages we have two large vaults to assure the protection of cuts, original documents and other property that may be confided to our care.

But neither the magnificence of the building nor the completeness of the equipment are sufficient of themselves. Both are externals. It is the spirit of sincerity, fortified by long practical experience in advertising, and willing team-work among members of our staff from president to junior office boy, that gives meaning to our slogan:

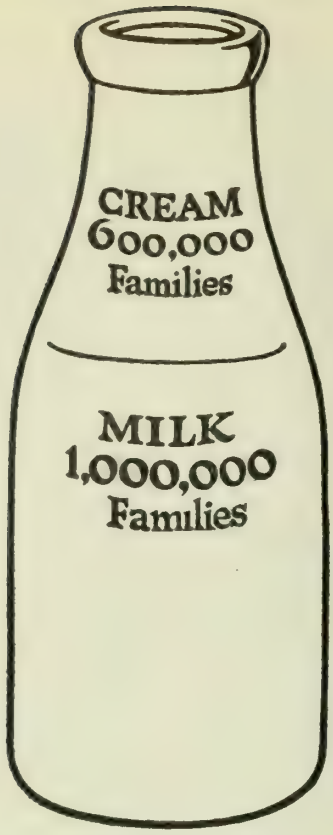
"It's all in the service"

NP

NORRIS-PATTERSON Limited

Advertising Agency

New Address:
10 EAST ADELAIDE STREET, TORONTO



The Cream of the Trade

THE cream of Canada's retail trade comes from the 600,000 families whose annual income is $500 or more.

About 2/3 of these 600,000 families are in the cities and towns convenient to retail stores. Every "charge customer", every social, financial, political and fraternal leader is found amongst them.

What these 400,000 families want the stores stock. Also, don't forget that all other families take what the store has in stock, and aspire to some day be counted with the cream of the trade.

Here lies your real market: These people read, write and speak English. They include a very large proportion of the prospective users of your goods.

AT least 150,000 of these homes are reached one or more times during the year by the BUTTERICK QUARTERLIES—more than 1/3 of the families to whom you can most easily sell your goods.

Moreover, the QUARTERLIES are an important factor in much of the buying done in each of these homes. No other publication is similarly purchased in a store by the mother, wife or grown-up daughter, and used solely as a shopping guide to their purchases. Their influence is directly in the channels of trade.

Tell your message to the Butterick audience and you advertise with the minimum of waste and the maximum of effect. In no other way can you so effectively reach the cream of the country.

Canadian Butterick Quarterlies

The Shopping Guide to 150,000 Canadian Women

Sold to their customers by 3000 Canadian retailers

Get rates etc. from Manager of Advertising 53 Yonge St., Toronto

Bringing the Merchant to Market

Toronto manufacturers and wholesalers may have been overlooking a good bet in failing to take advantage of the Toronto Exhibition as a special attraction to bring out-of-town merchants to market.

American manufacturers and jobbers are this year more active than ever before in their efforts to influence retailers to come to market. They believe that when a retailer visits the source of supply and sees the goods he will buy more, and buy more satisfactorily, than from a catalogue or travelling salesman. There is a growing tendency to make united and co-operative efforts to encourage retailers to come to specific markets since manufacturers and jobbers have got over the old-fashioned idea that to bring the retailers in touch with competing houses was a source of danger.

Chicago has a special "market week" every August. This is backed by thousands of manufacturers and jobbers. Considerable advertising matter is sent out in the name of the Association of Commerce. Dallas, Texas, makes its State Fair the basis for an extensive campaign to get out-of-town retailers to visit the city. Similar efforts are made in Minneapolis, Omaha and other jobbing centres.

Not all manufacturers endorse this general come-to-market idea. But most of them do, on the theory that the more outside merchants there are in town the larger their business will be. In other words, by creating a selling atmosphere everybody who has goods to sell, gains in proportion to his ability and preparedness. No manufacturer or jobber, regardless of his size, should expect to sell any retailer all the goods he buys. His sales will be in proportion to the effectiveness of his advertising, the ability of his travelling representatives and the desirability of his offerings. He can count on selling the retailer in like proportion when the latter visits market.

* * *

This Salesman Helps His Customers

A grocery salesman travelling out of Chicago made a special study of retail accounting so that he could be of help to the merchants on whom he called. He had observed that many of his customers were frequently in financial hot water, some of them not even knowing how to borrow money from a bank for the reason that they could not make out a proper statement of the condition of their business.

Now when he finds a deserving customer in financial difficulties he offers to run over the books, prepare an intelligent statement, and on occasions even takes it to the bank and asks for a loan on the strength of it. He admits that this work takes time, but says it has saved many a grocer from landing on the rocks. Incidentally his willingness to be of practical help when occasion offers has established him solidly with the trade.

Favor Abolishing Voting Contests

At a recent meeting of the Western Canada Circulation managers, held in Edmonton, there is said to have been a very frank discussion on the subject of voting contests as a means of stimulating circulation. The consensus of opinion was strongly in favor of abolishing this method. Several members whose publications have conducted voting contests stated that the after-effects were extremely harmful and resulted in injury to their publications which entirely offset the temporary gains made in circulation.

This is not the first time we have heard of publishers disapproving of contests, premiums, etc., as circulation stimulants, yet we notice that they are not discontinued and probably will not be until advertisers show more firmness in refusing to buy circulation thus secured or until such methods are prohibited by the Post Office Department or other authorities.

The meeting also gave much attention to the question of subscription rates. The necessity of immediate increases was recognized and a uniform subscription rate of not less than $7.50 a year for home delivery circulation and $6.00 a year for mail subscriptions favored by one speaker.

Other Western dailies to increase their subscription rates are the Regina LEADER and Regina POST, which last month increased their local delivery rate from 10 to 15c. a week, from 50 to 75c. a month and the mail rate from $4.00 to $5.00 a year.

The Quebec TELEGRAPH on September 17th published a special 8-page section devoted to advertising for the Knights of Columbus $500,000 Dominion-wide Army Hut appeal.

The "LONDON FREE PRESS" and Windsor "BORDER CITIES STAR" (formerly the "WINDSOR RECORD") aren't worrying much about the C.P.A.'s recent warning to conserve paper by cutting out wasteful circulation practices. Or maybe they are worrying because the warning came too late.

At any rate both papers at present have under way the familiar voting contests in which people who cannot be induced to subscribe in order to read the paper are supposed to come across with a subscription to help some struggling and needy contestant get a few thousand "votes" nearer winning one of the many extravagant prizes offered.

Western publishers recently agreed that these contests were extremely harmful. Certainly circulation thus secured is not reckoned by shrewd advertisers to be worth much.

Paper Controller Pringle has intimated that such "wasteful means of promoting circulation" will shortly be prohibited.

Based on the recent registration the present population of Toronto is estimated to be 512,000, not including some 70,000 soldiers overseas.

The combined population of Ottawa and Hull, according to the Ottawa directory just issued, is 120,032, an increase of 2,288 over last year.

ABOVE-BOARD CIRCULATION

Publications listed below merit special consideration because their circulation records are subject to regular and rigorous examination by the Audit Bureau of Circulations. Present day advertisers want to know more than vague figures indicating volume of circulation. They want complete details, including facts indicating value. Bills for all other purchases are carefully checked to verify delivery; why not advertising bills similarly? The figures quoted below represent average circulation as may be verified by each publisher's latest report. A complete analysis, including all essential facts, is given in detail in complete A.B.C. Report which should be secured from publisher.

DAILY NEWSPAPERS

Calgary, Alta., HERALD (E) 23,926
The largest daily between Winnipeg and Pacific Coast. The Herald is the recognized advertising medium of the western prairie provinces. A big paper that expresses the progressive spirit of the Great Canadian West.

Edmonton, Alta., JOURNAL (E) 17,845
The one outstanding daily in Central and Northern Alberta.

Lethbridge, Alta., HERALD (E) 5,326
One daily in big prosperous farming district, one of best markets in west.

Brantford, Ont., EXPOSITOR (E) 8,125
In a city of 5,900 homes has a guaranteed local circulation of over 5,500.

Kingston, Ont., BRITISH WHIG (E) 5,859
Only A. B. C. paper in Kingston or district. A 2c. evening paper selling solely on its merits.

London, Ont., FREE PRESS (M. & E.) 41,666
Produces best results for most local, national, classified advertisers, provable.

Ottawa, Ont., CITIZEN (M. & E.) 29,640
Protects legitimate advertisers by refusing liquor and all medical advertising, etc.

Stratford, Ont., HERALD (E) 3,303
Only A.B.C. paper. Largest circulation, both total and local, and steadily gaining.

Sherbrooke, Que., RECORD (E) 10,447
Exclusively home Daily of 65,000 English people in Southern Quebec.

Moose Jaw, Sask., TIMES (E) 7,483
Largest circulation in its trading territory. Oldest, largest and best medium.

MAGAZINES

CANADIAN COURIER (Bi-W) Toronto 50,000
Now goes into one in ten English speaking urban homes in Canada.

CANADIAN HOME JOURNAL (M) Toronto 27,111
During 14 years has been building up a select clientele of loyal interested readers.

EVERYWOMAN'S WORLD (M) Toronto 119,149
The dominant selling medium in all cities towns and villages throughout Canada.

AGRICULTURAL MEDIUMS

CANADIAN COUNTRYMAN (W) Toronto 37,767
Editorial weight. Large circulation. Record of results.

CANADIAN FARM (S.W.) Toronto 23,026
A farm paper for the producing farmers with the most complete market service in Canada.

TRADE NEWSPAPERS

HARDWARE AND METAL (W) Toronto 3,529
Canada's National Hardware Weekly, published every Saturday since 1888, and receives highest subscription price of any Hardware Trade Paper in the World, because it gives real service. Subscribed to by practically every worth-while hardware buyer, wholesale and retail, in the Dominion.

CANADIAN GROCER (W) Toronto 6,025
Canada's authority on grocery markets and conditions for 31 years. Particulars on request.

Through Our FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
231 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than any other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED

The Price of Newsprint

(An Editorial Published in The Montreal Gazette of Sept. 27, 1918)

THE price of newsprint interests more than the maker and the publisher. It may concern the general public in its bearing on the price of newspapers, and for this reason has evoked a wider interest than was manifested when the price of the article was steadily declining. Contracts had been made before the war for the supply of newspaper as low as 1¾ and 2 cents per pound; since April 1st last the price to the publisher has been 2.85 cents per pound, and it has now been fixed retroactively as from July 1st last at 3.45 cents per pound. The increase in the case of contracts made previous to 1915 is 70 per cent. in the cost of paper, and the price established by the commissioner may, upon subsequent revision, be further advanced. In any event the day of two-cent newsprint is done. The combination of higher wages, increased consumption, and decreasing reserves of pulpwood make that certain.

The public interest in the subject is confined to the bearing of the cost of newsprint upon the finished product, the newspaper. Treating the daily journal as an essential commodity of modern life, it will readily be admitted that cost and selling price are regulated by precisely the same factors as determine the price of bread, clothing, fuel, rent, and scores of other things. Bankruptcy must follow fast in the wake of a policy fixing the selling price below the cost of goods. Neither paper manufacturers nor newspaper publishers are exempt from this maxim, and so with the ascending items of cost there must come an increase in the price of the product if the business is to survive, the occupation to continue. The working of this immutable law has already both in the United States and Canada caused the suspension of many newspapers and an increase in the sale price of a still larger number. Newspapers formerly sold at one cent now cost the buyer two cents, and those that were issued at two cents have been advanced to three cents. With newsprint at 3.15 cents a pound the way of the publisher becomes more difficult. White paper is not by any means the sole element entering into the cost of a newspaper; wages, telegraphic service, rent, and a score of other items enter into the matter; and all of these have mounted in cost very greatly in the last four or five years, so that when the public are required to pay an additional cent for what still remains, when compared with its value, the cheapest article procurable, the public will not refuse, having knowledge of conditions.

We are prepared to accept the price of newsprint fixed by Commissioner Pringle as fair and reasonable, having regard to the cost of production. He has shown much patience in arriving at a conclusion, investigating thoroughly the cost of manufacture in order to determine a rate carrying no undue profit. What publishers and public may insist upon is that there be no combination of paper-makers in restraint of trade either by excessive rise in price or reduction of output, and there is no reason to believe that either of these evils is practiced. It may also be required that the domestic price of newsprint shall be as low as the export price. Of the total production in Canada, no less than 88 per cent. is exported, chiefly to the United States, and the trade has an almost unlimited market assured by reason of Canada's preponderating supply of pulpwood. The American price can be determined by regulation only in that country, but the Canadian Government or the Paper Commissioner can order that foreign publishers shall not obtain their newsprint below the price to Canadian publishers; any other course will cause instant and persistent protest. Along the whole line of work the laborer is worthy of his hire, from the woodman, who fells the tree, the railways transporting it to mill, the manufacturer who converts it into paper, to the publisher who produces the newspaper, and there is but one limitation properly to be imposed, namely, that the profits arising from the intermediate and ultimate process shall not be unduly excessive.

The contention that the price of newsprint should be kept low, in the interest of the public, is not convincing. It has even been urged that the Government should bonus the industry, or produce a supply of cheap newsprint in a commandeered mill for the benefit of publishers, and a deal of rhetorical rot has been written about the supreme importance of keeping the price of newspapers within the means of the masses. The value of the newspapers needs no preachment; it has long been the mental pabulum of all sorts and conditions of men, and has become so essential to all of whatever degree that it can no more be dispensed with than physical food and raiment. And the individual who measures his intelligence, information and patriotism at the price of one cent a day is not destined to shape to any noticeable degree the affairs of a country.

Reprinted as an Advertisement by the Canadian Pulp & Paper Association, 137 McGill Street, Montreal, who will be pleased to supply any information relating to the Pulp and Paper Industry of Canada upon application.

A Carton With a Lid

(PATENTED)

Something New and Practical

Illustration Shows the Feature Which Appeals to Housewives

The Ideal Container for all Dry Products

Finger pressure opens it without mutilating carton

Be Among the First to Use It in Canada

THIS new selling feature can be added to any size and style of folding carton—at no extra cost. Any top sealing machine will seal it perfectly, producing a package as tight and substantial as any old style carton.

The use of this novel carton will place your products in a class by themselves, providing an added selling point which appeals to every housewife.

Write for quotations on your carton requirements—including this "jiffy lid."

Manufactured in Canada Exclusively by

RUDD PAPER BOX CO.

LIMITED

372-374-376 RICHMOND ST. WEST

TORONTO

AT THE OTHER END OF YOUR TELEPHONE —

10 SERVICE STORES TO HELP YOU SOLVE YOUR SYSTEM PROBLEMS

Stretching across the breadth of the Dominion, from Halifax to Vancouver, is a chain of "Office Specialty" Service Stores, each manned by a corps of system experts—men who make filing systems their business and study—who individually possess a wealth of experience gained through contact with hundreds of system problems in every kind of business.

These system experts render you a personalized, on-the-ground service. They come prepared to analyze your present filing or office system. And from this analysis suggest improvements on it (if any are possible). Or, if the present condition of your system warrants it, they will lay before you tentative plans for a complete and more efficient system.

In the large business centres of the Dominion these system representatives are no further from you than the other end of your telephone. And the service they render costs you nothing.

Backing up and making possible the effectiveness of these centres of system is our central System Department. Into this department constantly filter reports on myriad systems—maybe from Montreal a new Sales Record system installed for a wholesale furrier—or from Hamilton a Cost System worked up for a steel company. Reports of these systems are classified and transmitted to each Service Store in the hope that they may prove of use and benefit in helping business men in widely separated territories solve similar filing problems.

This service we are rendering is finding great favor. Business men like and appreciate it. And we, too, find that it is mutual and profitable, on the theory that business comes where service starts.

And in these times when more work has to be performed by depleted staffs it is proving of value in more ways than one.

If you can use it—please do. If there's undue pressure of work on your shortened staff, here's maybe the relief you want. Telephone or write to our nearest Service Store for a system representative to call.

THE OFFICE SPECIALTY MFG. CO., LIMITED
Home Office NEWMARKET Canada

Filing Equipment Stores at

Toronto Montreal Ottawa Halifax Hamilton Winnipeg
Regina Edmonton Calgary Vancouver

OFFICE SPECIALTY

LABOR SAVING OFFICE DEVICES

FILING SYSTEMS

Marketing and Business Management

Edited by W. A. Lydiatt

In Times of War Prepare for PEACE!

Peace is liable to come at any time. You had no warning of the outbreak of War. It was necessary to devise new ways of doing business to meet war conditions.

Don't let Peace catch you unprepared. Plan now just how you are going to do business after the war.

Consolidate your position by advertising in your home market now. Do not leave it until every competitor is eagerly bidding against you for business.

Let us help you in your Peace Plan.

Address our nearest office

A. McKIM, LIMITED

Advertising Agency

MONTREAL TORONTO WINNIPEG LONDON, ENG.

PUBLISHED AT TORONTO, CANADA

20 Cents a Copy

NOVEMBER 1918

$2.00 a year

CHILDREN'S
HOSIERY
No. 100 is a fine quality cotton, 1 and 1—rib little hose; extremely good looking and stout enough to withstand the strain of every-day knock-about wear. May be had in white, black, and tan. Sizes from 5 to 10. Ask your dealer to show you this complete range of Monarch-Knit hosiery which includes a style and size for every member of the family.

"Stubbornly Resists Wear"

SOMEBODY has said that great business enterprises are not built up overnight. Speaking generally, this remark is true. Yet, there are exceptions which prove that the rule is not invariable. Such a case is that of the Monarch Knitting Company of Dunnville, Ont.

Fifteen years ago this organization existed only as a dream in the minds of those who direct it. To-day it is a living reality with extensive branches in St. Catharines, St. Thomas and Buffalo.

At first the young concern confined itself pretty much to one line of knitted goods. To-day it manufactures knitted wear for every member of the Canadian family—not forgetting its latest arrival, "Monarch" Floss for fancy hand knitting.

Naturally one wants to know the reason for such a phenomenal growth. The answer might be found in a well-equipped and highly efficient factory and sales organization, coupled with the desire and the ability to give good goods and honest service.

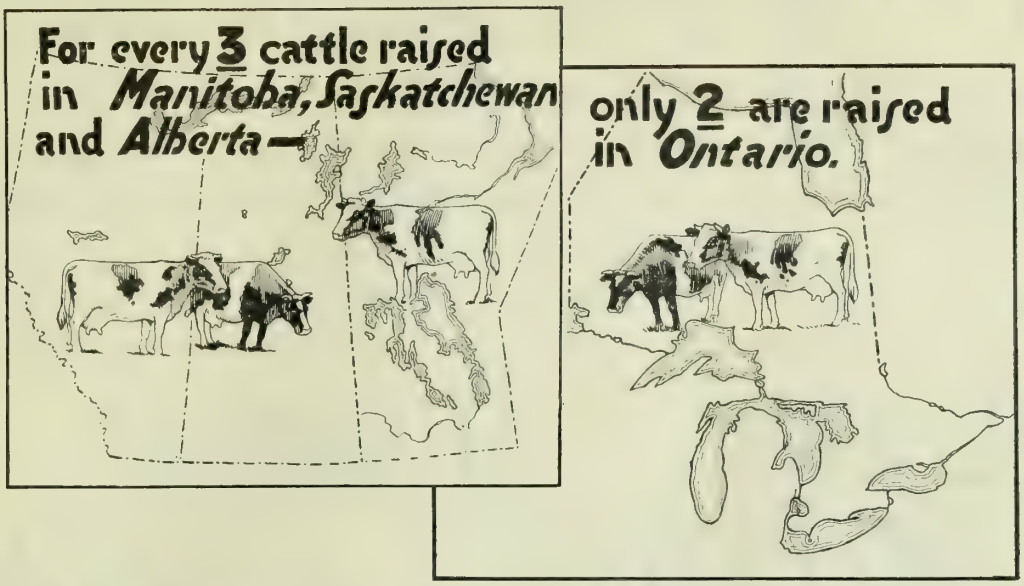
The dealer who handles Monarch goods can tell the truth about them because the goods tell the truth about themselves. They don't look one thing and act another. They have made a habit of living up to the maker's promises. And in the end this has made it easier for the advertising to do its work.

Although the Monarch Knitting Company is not an old concern as age is reckoned, yet the evidence up to date seems to favor the belief that it has many prosperous and useful years ahead of it. For this reason we feel a certain pardonable pride in having become connected with it at this stage of its advertising career.

NORRIS-PATTERSON Limited

Advertising Agency

10 East Adelaide Street,
Toronto



A new source of wealth for Western Canada

The strides which the Provinces of Manitoba, Saskatchewan and Alberta have made in the cattle and dairy industry are astonishing to one who has not followed this phase of Western development. Western Canada butter is sold in British Columbia and Ontario. It is shipped in increasing quantities to the Antipodes and to Britain. It is making a reputation as great as "No. 1 Northern Wheat."

The position of "Old Ontario" as a cattle and dairy country was once thought unassailable. But to-day 3 cattle live in Western Canada to 2 that live in Ontario. Study these comparative figures:—

	1916 Milch Cows	1917 Milch Cows	Percentage Increase or Decrease
ONTARIO	1,082,119	1,082,119	No Increase
WESTERN CANADA	795,797	884,441	11.13% Increase

In the matter of Beef Cattle, the comparative figures are greatly in favor of Western Canada. Here they are:—

	1916 Beef Cattle	1917 Beef Cattle	Percentage Increase or Decrease
ONTARIO	901,924	865,847	4% Decrease
WESTERN CANADA	1,929,844	2,423,990	25.6% Increase

In horses, both the total figures and the percentages favor Western Canada:

	1916 Horses	1917 Horses	Percentage Increase or Decrease
ONTARIO	896,208	887,246	1% Decrease
WESTERN CANADA	1,800,270	1,922,793	6.8% Increase

In Swine, the west has an increase while Ontario has a decrease:

	1916 Swine	1917 Swine	Percentage Increase or Decrease
ONTARIO	1,404,618	1,236,064	12% Decrease
WESTERN CANADA	1,340,179	1,479,188	10.37% Increase

And here are the totals in dollars and cents which show most conclusively to what extent the West is increasing its wealth by the production of Live Stock:

	1916 Total Live Stock	1917 Total Life Stock	Percentage Increase or Decrease
ONTARIO	426,411,000	451,342,000	5.84% Increase
WESTERN CANADA	594,997,000	748,071,000	25.72% Increase

It may seem a far cry from YOUR business to Live Stock—but is it? Don't these figures show more conclusively than volumes of words how Western Canada is varying her interest, increasing her wealth, multiplying her buying power?

Consequently the advertising of your goods should appear regularly and prominently in the four Farm Papers, the names of which are appended to this advertisement.

Because—65% of Western Canadians are farmers.

Because—the greatest proportion of retail stores in the West cater to and subsist on their "farm trade."

Because—these four Journals cover the agricultural population of Western Canada (the 65%) "like a blanket."

Start advertising in the West THIS FALL. Don't neglect this great market any longer.

If you desire further information write any or all of these Journals. Or ask your Advertising Agency for facts and figures. The future expansion of your business lies in Western Canada.

The Farm Papers of Western Canada

FARMER'S ADVOCATE
(Weekly) WINNIPEG (Member A.B.C.)

GRAIN GROWERS' GUIDE
(Weekly) WINNIPEG (Member A.B.C.)

NOR'-WEST FARMER
(Semi-Monthly) WINNIPEG (Member A.B.C.)

CANADIAN THRESHERMAN AND FARMER
(Monthly) WINNIPEG (Member A.B.C.)

New Page Size begins January

The page size of MACLEAN'S MAGAZINE and FARMER'S MAGAZINE becomes 4 columns x 12½ ins. (700 lines) with the January issues. This is an increase from 3 columns x 10 ins. 420 lines. The new page size is that of the **Saturday Evening Post.**

ADVERTISERS AND AGENCY MEN SHOULD NOTE THE NEW SIZE IN PREPARING SCHEDULES AND COPY.

MACLEAN'S MAGAZINE

IN the last two years the circulation of "MacLean's Magazine" has more than doubled, due to two factors: (1) Intelligent and diligent solicitation work, and (2) the satisfactory quality of the magazine from the reader's point of view. Everywhere, among all classes, including advertising men, the tribute is paid—"MacLean's is a good magazine." It is truly

Canada's National Magazine

IT is national in two senses: (1) in the equitable diffusion of its circulation over the whole Dominion, and (2) in the tenor of its contents. "MacLean's" is distinctively Canadian in its contributors and contributions. It does not aim to be another American magazine, but hews faithfully to the line it has marked out for itself—to be Canada's national magazine.

For 1919 the assurance is warranted that **"MacLean's Magazine"** will have

70,000 Circulation

N.B.—At the present time an extensive advertising campaign in daily newspapers, in various leading cities of Canada, is being carried on by "MacLean's Magazine"—this to introduce it to new prospective advertisers and to make the magazine more estimable among all those who know and use it. "MacLean's" uses the same selling agency for itself that it recommends to others, namely, public advertising.

FARMERS MAGAZINE

(Semi-monthly)

THE "difference" of "Farmers' Magazine" consists (1) in the number and variety of the contributed articles in every issue, by writers of authority, and (2) in the breadth of these contents. This magazine is designed for the highest type of Canadian farmers, of greatest wealth and spirit—those producing most.

The Woman On the Farm is given the fullest recognition by "Farmers' Magazine." Her interests and work are liberally dealt with in every issue. The Associate Editor is a woman, a daughter of the farm. By the same token, the editor-in-chief is a farmer, owning and working his own farm at Pickering, Ontario.

The circulation of this magazine is national—a fact of distinction. Advertisers report results from all parts of the Dominion, and the report is general that the best quality of replies—those really resultful, and from the best class of farmers—is found in those received in response to advertisements in "Farmers' Magazine."

The circulation guaranteed by an A. B. C. audit, is

30,000 Copies

THE two circulations give an advertiser a total **national** diffusion of his advertising of 100,000—the equivalent of 2,000,000 in the United States when the English-speaking populations of the two countries are taken into account. This distribution of advertising covers very influentially both urban and rural Canada.

If you are a general national advertiser, you ought to be greatly interested in the two mediums advertised herewith. Full particulars re circulations, rates, and all else furnished on application to the publishers.

The MacLean Publishing Company, Limited - - Toronto, Canada

Also at Montreal, Winnipeg, New York, Chicago, Boston, and London, England

MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO DOLLARS A YEAR

Devoted to the Problems of Selling and Advertising in Canada

W. A. LYDIATT, Editor and Proprietor

Vol. XII, No. 9 TORONTO, CANADA NOVEMBER, 1918

MAKING A SUCCESS OF THE SALES CONVENTION

Sales conventions are expensive, but they can be made profitable if carefully arranged and properly organized. Mr. Frederick, who is a recognized authority on sales management, offers some suggestions drawn from experience in many gatherings of salesmen.

Written for MARKETING by J. GEORGE FREDERICK

MANY firms have come to regard the annual or semi-annual general sales convention as necessary to the handling of a large selling organization. In the case of some national organizations they are handled as district meetings, to avoid the loss of time involved in bringing salesmen long distances, also so that all the salesmen will not be out of the field at the same time.

The convention idea was first used by manufacturers of specialties, such as adding machines, typewriters, cash registers, etc., who found this means valuable in training their sales staffs in the methods necessary to the successful sale of these products. Such meetings have also been found valuable by concerns selling through branch organizations by this means developing an esprit de corps, bringing salesmen into touch with the home office and factory so that they do not come to feel detached.

The earliest conventions were usually more or less of a junketing nature, without much real value for the business. And while many conventions now held are still largely of this nature, rather than of the more serious type, the tendency is rapidly growing toward making such conventions serious business meetings. There are those, however, who argue that this is a mistake, except perhaps with very large organizations, arguing that sales conferences should be single handed affairs between the manager and one salesmen or at most two or three—that all you can do collectively is to inculcate general principles, thorough knowledge of the goods—house principles, policies and procedures. For those, however, who hold conventions, the following suggestions, drawn from the experience of many firms, may prove helpful.

Various elements have grown into the convention idea which have made it more valuable than was originally conceived possible. One of these is advertising. The other is schooling and instruction for salesmen in ways not at first thought of in connection with a convention.

The advertising element has been introduced by running special trains with streamers along the side from various centres to the convention headquarters, also by using display advertising in connection with the convention, thus emphasizing to the general public as well as to the trade the bigness of the organization and the importance attached to the convention. In some cases, notably the National Cash Register Company, newspapers or periodicals have been issued and publicity matter distributed from the special trains along the line.

ILLUSTRATION OF EXCEPTIONALLY ELABORATE CONVENTION

As indicating the length to which some large firms go in stressing a sales convention, the following description of arrangements made by one well-known company will suffice:

A tented city was laid out with streets and walks running between the tents. At one end was a series of shower baths, piped for hot and cold water, lavatories, a very comfortable barber shop, with a complete outfit such as would be found in a well regulated hotel. A dining tent, splendidly equipped, a lounge tent, filled with easy chairs and couches, post office in charge of an official, with boxes just the same as a regular post office—a box for each man; a properly equipped telegraph office, a tent equipped with bed, dresser, etc., for each man, with toilet articles on the dressers. Long before the men came from the station their baggage was delivered. A laundry system, a lecture tent, with stereoptican and motion pictures, electrically-lighted, were operated. The camp was situated out in the country, miles from the factory. It was the most amazing thing these salesmen had ever known, and of course it left an impression upon them which produced increased enthusiasm in selling. It is true, however, that such extreme elaboration is only in rare instances a justifiable expenditure.

MAKING CONVENTIONS PROFITABLE AND PRACTICAL

Convention planning is so special a technique in itself, grown rapidly in recent years, that there are now men who specialize in this work. It is realized that the expenditure of so much time and effort (conventions cost from $2,000 to $100,000 or more) warrants great care with details. A poorly planned convention may do more harm than good.

The time has passed, so far as well managed companies are concerned, when sales conventions are held annually or semi-annually just because so much time has elapsed.

The success of a sales convention depends primarily upon the definiteness of purpose for which it is called, and secondly upon the efficiency with which the program is planned and carried out to accomplish that purpose. Definiteness of purpose makes for efficiency of method, particularly if those making up the program will check every detail by asking, regarding each, these two questions: First, is this the thing to do to get the desired result; Second, is this the best method of doing it?

As a clincher for the practical value of sales conventions, it is often advisable to put salesmen and district managers on record as to the volume of sales which they will voluntarily guarantee during the coming year. The proper method applied and the stimulus of rivalry aroused by personal contact with the other district managers results frequently in a very effective lining-up of sales possibilities for the coming year.

CORRECT PHYSICAL ARRANGEMENTS

It is highly essential to sales convention success to provide wisely for the physical comfort of the salesmen while in attendance.

The right sort of meeting-place must be provided. The chairs should be comfortable and there should be just enough to accommodate the audience—these should be arranged within easy

ear-shot of the speakers. It is a good plan to allot each man his place. Two of the details essential to a successful meeting are, one (commonly overlooked) the need for adequate ventilation:—and, two, good accoustics. Fresh air is absolutely essential to clear thinking. Every man needs on an average fifty cubic feet of fresh air per minute. From this as a standard it is easy to compute how many cubic feet of air will be needed and how much air space and air current will be required to supply them with fresh air and to remove the vitiated air.

Hotel quarters, guides where necessary, careful instructions as to what to do, copies of the program prepared in advance for distribution, are necessary details.

The room needs to be properly heated, there should be pure drinking water provided, and in this connection drinking fountains are the best arrangements so far devised for use where large groups must be served. But if fountains cannot be had, then drinking cups should be supplied in sufficient quantity. Proper ventilation, heating, and plenty of good, cool but not iced, drinking water are all important to the success of the sales conventions, yet are frequently overlooked.

Someone should be placed in charge of all preliminary arrangements for the meeting. This is not a task for a "committee on arrangements," but for some one person who can specifically be charged with seeing everything provided for before the meeting begins. For example, all signs, decorations, bulletins and so on should be posted. Chairs and desks should be in their places. There should be some means of calling the meeting to order promptly by some easily recognized signal. All exhibits, demonstration apparatus and other material that is to be used in the convention should be in place when the meeting begins. There is no excuse for delays occasioned by lack of note paper, of samples inadvertently left in somebody's office.

Promptness and Dispatch

The first rule is to begin on time. Every minute of the convention is extremely valuable. How valuable it is may be determined by computing the salaries and daily expenses of all the men in attendance, and reduce this to a cost or value-per-minute basis. From this it will be easy to see how much is lost if the convention begins only fifteen minutes late. Beginning on time sets the right example for the salesmen besides making it possible to carry out the program on schedule time.

As a rule it is advisable to strike the intended keynote of the convention in the first few minutes of the meeting, to tell the members what the meeting is for and from that time on to deliver the goods, so to speak, as directly as possible in accordance with the aims outlined in these first few minutes.

Frequent recesses of two or three minutes are valuable. At such times it is a good idea to have the salesmen get up on their feet, stretch or take some form of calisthenic exercise that can be directed from the platform.

The meeting must be kept moving from the time it starts in session. The sales manager should keep a grasp of the situation all of the time. There will be abundant temptation for him to be led away from the meeting to discuss this or that matter, all of which are likely to lose for him the contact that he should keep. The sales manager, as chairman of the meeting, should be absolutely fair at all times, with no show of partiality. The man with an objection should be met in the most tactful manner possible. Instead of attempting to answer any objections raised by men, it has been found better to get the objectors themselves to formulate their own answers, then to follow that up by getting the other salesmen to deal with the objections. An attempt to sell or convince the objector of his error before all of the salesmen frequently ends in his fighting back, remaining unconvinced, or in giving a wrong impression to some of the men in attendance.

Importance of Food and Drink Problem

Careful attention should be given to planning the meals for the salesmen while in attendance. A common mistake at many sales conventions is overeating. The companionship of other vigorous men, the good fare offered in the hotels, the hospitality of the company, all contribute to this result.

Salesmen as a rule are active men, and in a convention they are required to sit still for hours at a time without exercise. The result is that the overeating leads to poor physical and particularly sluggish mental condition. Thus, just when you want your men to be in the livest, most receptive mood to the ideas you have to give them, through ill-advised food supply you find the men sleepy, complacent, conservative, non-aggressive, and without fire and pep.

As for alcohol, the day of the "wet" convention has passed by. The salesman who drinks cannot be an efficient salesman, nor can he be depended upon. But there is no longer excuse or occasion for any departure from the rule of temperance at sales conventions.

Incidentally, some concerns have provided for practical man-to-man talks on the subject of personal physical efficiency. An address from an able physician upon this subject will ordinarily receive much closer attention than would the same remarks from an official of the company.

Making a Successful Program

Every subject to be presented at the convention needs to be fully outlined and prepared in detail considerably in advance of the meeting. In most cases the sales manager will find it best to define very fully just what he wants each person to do who is to take part in the program.

Every person participating in the meeting in any way should clearly understand in advance just what the management wishes to accomplish. In this connection it may be frankly stated that it is often harder to "line up" the officers of the company representing other departments, than any other group of people. There is rarely the unity of interest and purpose in sales meetings that there should be. It is not to be understood that this lack of co-operation where it occurs is intentional. On the contrary, it is due almost wholly to a desire to help but not knowing just what help to give, the effort is misspent in every direction.

The meeting when once called should move forward in an interesting and sprightly manner. Many suggestions will ordinarily need to be given to the persons who are to participate in the program, regarding the necessity for eliminating all long-winded preliminaries, all self-laudation, personal bouquets as well as individual criticism.

An evil common to many conventions is that many persons who enter into sales discussions, as well as the speakers upon the program, do not make themselves heard to all members in the convention hall. Every effort should be made in advance to impress upon the speakers the need for talking loudly enough to be heard by the men in the last row.

New movements in marketing methods, illustrations of what is being done by other companies, and many other subjects of value to the salesmen may well be presented by persons from outside of the organization, by men who are qualified by experience or study to speak as authorities on these subjects.

It is, of course, essential that the outsider should have a message that will help to carry out the purpose for which the meeting was called. Before placing such outsiders on the program, it is imperative that the sales manager should clearly know what will be presented and how, so that he can, by his own follow-up cinch the practical application of what is presented by the specialist.

Make Plans Well Ahead

Your salesman should be given an opportunity to assist in planning your convention topics. What immediate problems are bothering them? What new conditions have they met? What do they really think of the concern's products, prices, terms, policies, methods, and of competitors' products, prices, etc? What can they contribute to a question box? What new objections have they met and what new selling arguments have they developed during the past year?

Plan your meeting and get your salesmen's suggestions well ahead of time. Then type out suggestions received, including some you will readily think of yourself, and send them out to the men to make them think of more ideas.

Keep back of this insistent call for suggestions and questions until you get them, lots of them, from every man.

Classify and arrange all these questions, suggestions, etc., and arrange for Head Office officials to deal with those calling for information which Head Office departments can best give. Questions of other kinds may be thrown into the meeting for open discussion.

Sift and re-sift your topics—arrange and rearrange them. Too much time cannot be devoted to building up the program. Better this than to waste the time of a hundred salesmen and waste the opportunity to prime your sales force with renewed and increased selling power.

Decide the subjects to be dealt with by department heads, by branch

(Continued on page 30)

LITTLE LIMPS THAT LAME LETTERS

Why do we clutter up our letters with stilted common-places. Did you ever think of how useless and meaningless they are? By avoiding them you may give new life to your letters, without sacrifice of courtesy or reasonable formality

Written for MARKETING by LOUIS VICTOR EYTINGE

SO many letters beg for business with stammering speech and halting gait or other congenital disorder, that makes one believe them to have been brought into being by foolish fathers who neither planned nor prepared the way for their coming.

More than half the letters that reach your desk limp along in the rut of olden-day precedent, betraying the sinful sloth of their parents, their inability to climb out of the groove worn by countless thousands lacking in initiative. I take off my hat when a Veteran limps past, for his lameness comes because of daring, of bravery, and a willingness to serve, but shall one have any respect for those letters which limp along because they are imitators of a period a century past?

Here comes a letter which says:

> "We are in receipt of your valued favor of the 7th inst., and in reply we beg to state that we are sending, under separate cover, the catalog for which you asked."

How many congenital limps are in that single sentence? Limps that are mockeries—affectations assumed because of ignorance of the rules of courtesy—meaningless, useless phrases that hamper the force of the letter.

First, why does the writer say "We are in receipt" of a letter, when the fact that it is being answered is ample evidence that it was received? Is this not a waste of words? Does it add strength or weakness to the letter?

Then, "your valued favor" is amusing to the real business man. What does "favor," mean? Your wordbook may tell you: "support—resemblance—espousal—championship." Also, "a novelty presented to guests at dinners and dances." Frankly, is business founded upon "favors" or upon men, methods and merit?

While most of us indulge in the use of "inst.," there is a growing tendency against this, and its twins "prox." and "ult." These are, strictly speaking, legal document abbreviations, and the less one uses legal terms in a letter, the more courtesy is shown. As a matter of fact, can you immediately name the correct definitions of "Inst., Prox., Ult."? I made a test on more than a score of business men and not two-thirds had the correct answers for all. If this be the case with users, what is the effect on the prospect who has to use a dictionary because of your indulgence in unnecessary abbreviations. The more modern authorities recommend the discontinuance of abbreviations of any kind in the letter's body. Although "and in reply" has become almost idiomatic, is it not a fact that we "reply" to an argument, a debate or a thrust in repartee? Would not answer be the better word—if any at all be needed. Since you are going to answer, there is really no need for saying that you are going to do it in the same letter in which you actually do it.

THIS is the first of a series of articles being written for MARKETING by Mr. Eytinge. He has specialized in mail-sales work for twelve years, and is recognized as one of the most successful letter specialists on the Continent. He will come to your desk each month to talk over the interesting problems of business correspondence in their various phases—show you dozens of successful letters and explain why they made good. His December article, entitled "THE ENTERING WEDGE" will show good and bad methods of approach and quote more than a score of ways to get the prospect *started* reading your letters. Readers are invited to send in copies of letters for analysis.

One of the things which excites my dudgeon is to have some big, Canadian business executive "beg" for permission to tell his business story. If some one entered that business man's office and said "Dear Sir: We beseech, implore, supplicate permission to say," would the boss not ring for the bouncer? Why then the "beg," unless it be in tendering an honorable apology for a wrong?

Next we come to the unnecessary "to state"—and—what is said for this, applies as well to "would say," "to say," "will say," and similar phrases. These are purely relics of those earlier days when business was not transacted by letter and the larger function of the letter was to serve as a basis for legal contracts, hence the continual recurrence of legal verbiage. In reality, these are empty prefaces announcing that you intend to say and then—later go on and say it. Excise these legal limps and the results will be as beneficial as the surgeon's removal of dead flesh.

"Everybody's doing it" was a bad enough popular song in its day, and the same thing applies to "under separate cover" for everybody's using it without taking enough trouble to originate something better. While it is true that "cover" does mean "envelope" at times, any good dictionary will give you a number of different meanings, including "Jungle—lid—canopy—capsule—roof—defense—quilt—dinner plate." If a thing is "within" an envelope, is it likely to be "under"? Let us use the word "envelope" or "wrapper" if we have to, but why not avoid the hackneyed phrase altogether?

Of course, I'm exaggerating things in a way, but surely you'll agree that in no other manner could I bring home the lesson as forcefully. And, speaking of lesson, do not think of me as standing in a professorial attitude, lecturing a class of students. I've been specializing twelve years in mail-sales work, and the longer I practice the profession, the more am I a student. If you'll just make room for me alongside your desk, we'll be fellow-workers poring over the problems together—just the two of us.

How can we improve the letter quoted? In an hundred of forms—but, merely to exhibit the sharp, soldierly winning walk that would be possible if the limps were cured, look at this version:

> "Thank you for the inquiry of the seventh, about Blank Stoves. A copy of our latest catalog is being hurried to your address in the afternoon mails."

Here we have direct appreciation in the first two words, "Thank you" means more, because it is new, fresh and heartily human. Then we have the mention of the subject as well as the query date, which not only flashes the entire matter back in the memory of the prospect, but gives him his own date, should he desire to consult his files. The next sentence is alive with an actual desire to serve and its strength is always in the ascendant, from the first impression with "latest catalog," deepened by "being hurried" and fixed with the atmosphere of effort created by "afternoon mails."

The old paragraph is dull because it is so hackneyed; lifeless because worn out. It really indicates gross carelessness and absolute indifference, since the user would not take the trouble to originate, but preferred to imitate the thousands of others who have used the same stock phrases. It is meaningless, commonplace and impersonal. The new paragraph is full of expression and personality. It possesses distinctiveness because it is different. It has the vigor, the virility, the human qualities of a living salesman—things vitally essential to the successful letter.

How many times do letters contain "agreeable to your request," when the gramatically correct form would be "agreeing to your request." So far as that goes, if you do grant a request, let us do it in a kindlier tone than that altitudinous assumption of superiority which says "agreeing to your request" or "complying with your request." Never try to act patronizingly to the prospect. You are not conferring a kindness on the prospect—you are benefiting your business and it is a duty to be gracious.

It is a peculiar thing that most of the limps in letters are found in the opening and closing paragraphs. After a man gets into the body of his letter he is warmed up to the work and forgets these little efforts at circumlocution and imitation and becomes himself. When he has to make an opening, or an exit, he hems-and-haws like a bashful school boy reciting his first "piece."

For instance, there's the letter that closes with "Trusting to have the pleasure of your early order and assuring you that it will have our best attention, we are ———." No real business builder sits comfortably in his chair and "trusts" for business to come his way. The hustler leaves the "trusting" and "hoping" and "awaiting" to his weaker competitors—he does the "getting." "The pleasure of your early order" reminds me of "the pleasure of the next dance." "Our best attention" has the earmarks of the "Ready Letter Writer of 1840."

In reality, this means that his firm will give your order the best possible attention and others get what's left. You know well enough that if such a thing were said to you frankly and openly, you'd refuse to give orders because of a knowledge that a firm which would slight some customers would do it to you, if it had the chance. There is no need for "best attention," "promptest attention" and the like, since business demands service and stays only so long as it gets what it wants.

"Would like to secure your order" is the poorest reason in the world for getting one, as every other firm in the same line would like to have that order just as well. Same thing holds good for "favor us with your order" and the like. Why should any firm "favor" you unless goods, service and price warranted? Give real reasons for placing the orders with you and stop whining for "favors."

"Awaiting your reply, I am, believe me" belongs to that period when penniless poets dedicated their volumes to pauperizing patrons, which has always attached an odium that lingers in the word "patronizing." That phrase practically implies "Until your answer comes, I shall not alter from that which I protest I am now, yours ——."

Those firms signing their letters "Thanking you in advance for your reply, we beg to remain" generally do remain—behind the leaders in the march of progress if not with the remains in the cemetery of business wrecks. That is the same kind of firm which offers as an excuse for seeking an order "you'll never have any cause to regret it," which last is more often heard from the lips of the prisoner as he pleads for leniency at the hands of the trial court. How much better is it to use a close that holds the interest to the last word and then, after getting the desired action, makes its retiring bow, leaving the prospect in good humor? It may be argued that I am destroying the complimentary close. Not at all, but I am sincere in trying to destroy the participial close. I maintain there is more courtesy shown your reader in weeding out the meaningless, useless forms and phrases—and—in finding an IDEA for the close, then framing it forcefully and earnestly and effectively as in the following specimens taken from resultful letters, both in England and the States:

(a) "If you will check, sign and mail the postal we are enclosing for your convenience, we'll know just how you feel about the matter, and govern ourselves accordingly. May we hear from you please"?

(b) "We want your orders only so long as it will pay you, and to keep you with us we have to serve you. Because we offer experience, prestige, quality, service, we will be looking forward to your order. When will you send it?"

(c) "The facilities of this office backed, by eight years' experience in this territory are at the other end of your telephone right in front of you. A call is always welcome at 9642 Bell."

(d) "Fifteen minutes involves no obligation there will be no importuning just a crisp statement of facts, a marshalling of figures that will appeal to you. Will you send the enclosed convenience card on that basis? Good wishes."

You've met persons who delighted in using legal phraseology in their ordinary conversation—but even these are rarer than those who seem to think it their duty to besprinkle their letters with these same stupid sedatives. They write "as per your request," putting your action on the same basis as "one dollar per yard," when neither use of "per" is correct. They love "at this time" when the date line tells you what time of the year it is. They glory in the tendency of "enclosed herewith" when one of the words would amply suffice. They always refer to "the same" which belongs to the brass rail of the saloon or the legal verbiage of the barrister. Then they "hand you herewith" when the letter may travel thousands of miles. I'll be willing to pay good money to see a hand stretch that distance. Why not say exactly what is done with "send"?

It seems like a recurrence to slavery days to write "our Mr. Jones" when it is ennobling to say "Mr. Jones, our Vice-President," or "Mr. Jones, who so splendidly serves us in your territory." "Referred to the writer" is both overworked and inaccurate. You do not actually "write" if the typist does it. Say "referred to me" as far less mechanical and hackneyed.

"Yours received and contents noted" is blunt, brusque and boorish. If the "yours" (whatever it may have been) had not been received its contents could not have been noted. I'm always curious to ascertain these "contents" since the word generally refers to a cubic capacity, etc. While I take it for granted that "yours" was some kind of a mailing, were the contents so famous, renowned, eminent or distinguished? If these writers mean "noticed" let them say so.

These phrases are heirlooms handed down from our elders who entered business in their youth, and in turn, passed on to us the manners and customs of their day. Times have changed—they are changing so fast that it is said that the man who claims a thing cannot be done is interrupted by the chap doing it. The business letter of to-day is truly modern. The typewriter, the multigraph and the like have NOT destroyed the art of letter-writing. Nonsense. They have elevated standards and are serving to make business letters more courteous in their efficiency, more urbane because of their psychology, more human because of their personality and their freedom from non-essentials.

The trouble is that most of us experience difficulty in UNLEARNING the things we were taught in our youth. The successful selling letter is strictly modern, as may be instanced in the fact that a book for "commercial teachers," published in 1907 and calling itself, blandly "Modern Business Correspondence" contains alleged model letters quoting many of the foolish phrases we have discussed. During the course of these articles, we'll have a list of the better business letter books, all of which I will personally guarantee as profitable for study, but the first thing to learn is to get away from the use of trite, hackneyed phrases of any kind, whether they be correct or not, grammatically speaking. Think of the letter as a telephonic conversation and no one of us would pick up the phone and say: "Hello! In re your inquiry of recent date, subject: multiple drill presses, we are pleased to say that we can quote you $500 for the same. In all matters pertaining to the same, kindly address the speaker. Thanking you in advance for your reply as soon as I have finished talking, we are, yours very truly."

And yet, there are dozens of letters in just such a style from big and little firms. Because our father's father was a Whig, a Tory, a Jacobin, a Conservative, Liberal, Republican, Democrat, Socialist or whatnot, is no good reason that we must slavishly follow in his footsteps. The first step in making letters efficient is to eliminate the limps, the trite, commonplaces—the hackneyed generalities.

Be natural. If we can be humanly natural in our face-to-face selling—if we can use crisp, crackling, clean and clear conversation, why do we change all this when we write business letters and involve ourselves in floundering flapdoodle? The letter is yourself. As you try to make yourself strong physically and mentally, so must you make your letters. Breathe into them that magic indefinable personality that makes you different. Put the spirit of yourself—put SOUL into your pen and paper salesmen and they'll never limp. If the Great Executive thought enough of his human instruments to make them "after His image," surely we should think enough of our brain children to make them representative of their parenthood.

Evidence of Morale

"Get the win-the-war spirit into your business letters" is the suggestion of the U. S. Department of Commerce to business men. Pessimism is more infectious than a cold. One doubter can give the chills to an almost endless chain of people. The germ of this disease sometimes creeps into our correspondence and does more harm than the spoken word.

So get the victory punch into your business letters. Accept the difficulties and restrictions of war conditions philosophically and with a smile. Let your letters radiate confidence in the future and an uncomplaining attitude toward present handicaps. Keep the flag flying in all letters that leave your office.

This will sustain your own morale and stimulate that of your correspondents.

A green salesman can sell goods sometimes, says Geo. W. Hopkins,—a blue salesman never. Optimism is the foundation for enthusiasm in selling goods.

Must Disclose Owner's Names

A regulation now in force in Great Britain requires that all traders put their real and original names on their premises and letterheads and that companies shall, similarly, publish the names of their directors. This applies not only to foreign-owned companies but to all companies. Persons trading under any but simple personal names must get a license and put their real names on their letterheads. The practice, much more common in Canada of printing on letterheads the names of officers in companies, is not generally followed in England.

MARKETING CANADA'S VICTORY LOAN 1918

For several months past many men have been busily engaged perfecting the details which made the splendidly organized Victory Loan campaign so irresistible. How much would be gained if we planned our own sales-effort with similar foresight and attention to details. Read this story of the organization and purpose back of the advertising campaign.

Written for MARKETING by WILLIAM G. COLGATE

LATE in the afternoon of August 23rd last, a group of men sat round the table in the private room of the offices of the Canadian Press Association, Toronto, discussing plans for the placing of the forthcoming Victory Loan. There were present representatives from the C.P.A., the Responsible Committee, the Copy-writing Committee, the Bond Dealers' Committee and Dominion Publicity Committee, all of whom were to be closely associated in the preparatory work of marketing $500,000,000 worth of Canadian war securities. The meeting had been called partly for the purpose of hearing Sir Thomas White outline the reasons for the loan, and partly to receive suggestions as to how the object in view might best be accomplished. Ideas were prolific, and from these a general campaign policy was formulated which has since found expression in the newspaper and periodical advertising as well as in the active work of soliciting buyers for the bonds.

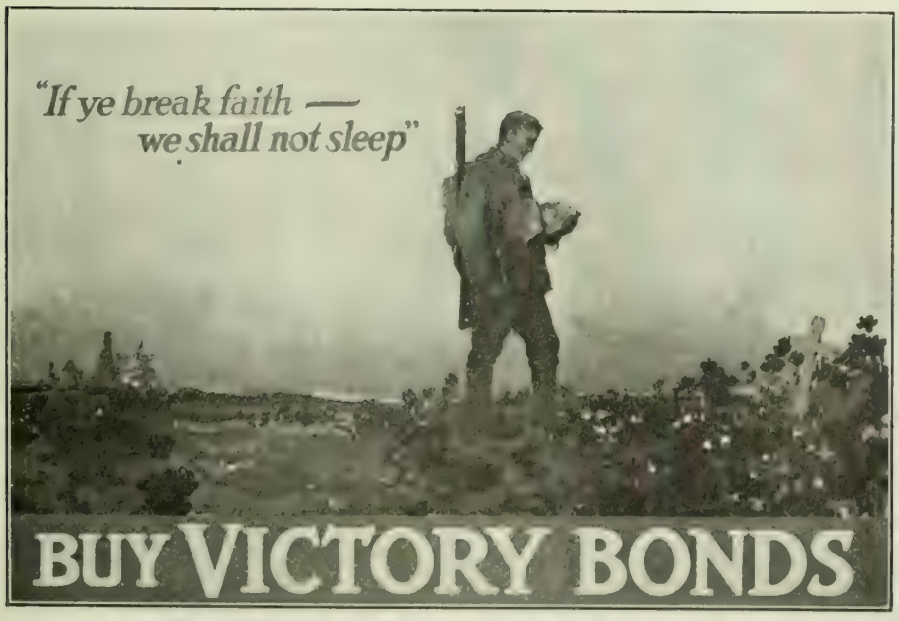
Before proceeding to a detailed account of the initial stages of the loan, it might be well to speak of the personnel of the various organizations involved and to give some idea of the functions they were called upon to perform.

To the executive of the C.P.A., composed of G. Scroggie, Chairman; J. M. Imrie, Secretary, C.P.A.; W. J. Taylor, Woodstock *Sentinel-Review;* W. B. Preston, Brantford *Courier;* and H. B. Muir, London *Free Press*, fell the task of supervising and passing the copy prepared by the copy men working under the direction of the Responsible Committee. This body was made up of members of the Association of Canadian Advertising Agencies. A plan of campaign and schedule of insertions was first drawn up by the Responsible Committee and submitted to the C.P.A. Committee for approval. Having been ratified, it was handed to the Copy Committee who used it as a working basis. Once the first batch of copy and layouts was prepared it was submitted to the C.P.A. Committee for criticism after which it ran the gauntlet of the Committee of Bond Dealers before being finally submitted to the Finance Minister for his O.K. This process was repeated each time by J. P. McConnell, chief of the copy staff, who represented the copy men. Probably no advertising copy was ever subjected to a more thorough or more relentless scrutiny than that written in connection with the Thrift and Victory Loan campaigns. The work of placing the advertising was divided among A. McKim, Limited, Montreal; the Desbarats Advertising Agency, Montreal, and McConnell & Fergusson, London, Ont. But I find I am anticipating events somewhat.

THRIFT CAMPAIGN PAVED THE WAY

At a joint meeting of the bond men and copy participating agencies held in July, the details of the Thrift Campaign which preceded the work on the Victory Loan were arranged. A committee of copy men consisting of C. T. Solomon, H. T. Cantlon, H. Tandy, J. P. McConnell, and the writer, were entrusted with the work of planning and preparing the advertising. This publicity was designed (1) to induce general saving in preparation for the loan, and (2) to create an atmosphere favorable to the reception of the loan. The schedule called for a series of ten major advertisements of 36 and 60 in., alternating, to appear in the large city dailies; the same ads. reduced to 36″, 30″ and 24″ were designed for insertion in a list of country weeklies; while a special series of six was prepared for the agricultural papers. Certain of the ads. also appeared in a limited number of magazines and weekly periodicals, Although the appeals were aimed at various classes, all had the same common theme, namely, the imperative need of self-denial and of saving in order that the labor of the country might not be diverted unnecessarily from its task of producing war supplies; and that there might be no slackening in the volume of munitions and equipment for our soliders in France. Emphasis too, was placed on the accumulation of wealth which would follow the habit of saving, and which could be used to help the nation later on. Care was taken to make no specific mention of the forthcoming Victory Loan, though this was hinted in one or two advertisements.

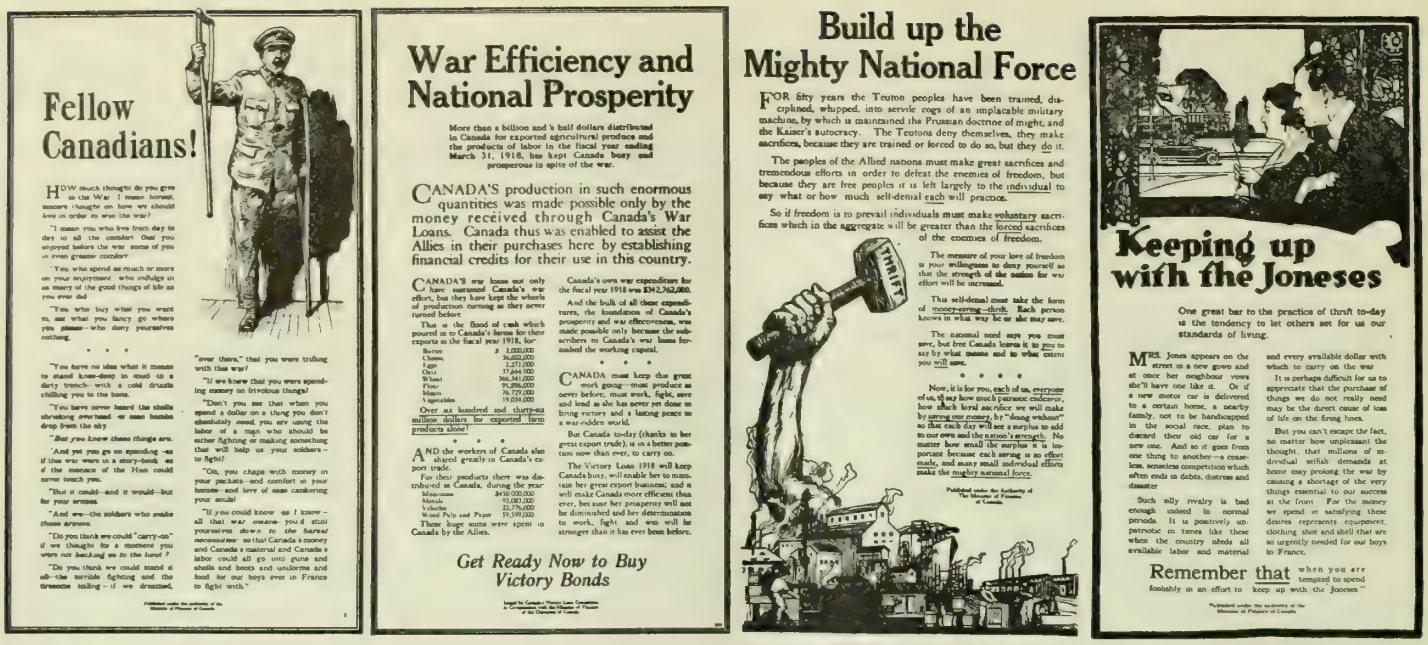
Somewhat preliminary to the appearance of the Thrift advertising and running concurrently with it has been the publication of editorial items in the news columns of the press. These were written and sent out by a press committee of prominent newspaper editorial writers appointed by the Finance Minister. This quiet but effective form of propoganda has proved valuable in spreading broadcast the belief that a united public sentiment stands behind the thrift movement. The same educational influence has also been effectively at work in connection with the Victory Loan. It is deserving of more recognition than it usually receives. In this manner the public was prepared for the introduction of the Victory Loan campaign.



This is the $1,000 first-prize poster painted by Mr. Frank Nicolet. It draws its inspiration from the famous poem "In Flanders Fields" by Col. Dr. John McCrae. The strength of its appeal has been equalled by few, if any, of the posters which the war has produced.

PROCEDURE FOLLOWED

The procedure followed in connection with the preparation and placing of the Thrift advertising was observed in connection with the working out of the plan of the Victory Loan which followed it. The Responsible Committee composed of J. E. McConnell, Chairman (McConnell & Fergusson); C. T. Pearce (A. McKim Limited); C. T. Solomon (Advertising Service Co.); A. J. Denne (Smith, Denne & Moore) J. P. Patterson (Norris-Patterson, Limited); and E. Desbarats (Desbarats Advertising Agency) drew up the plan, determined the copy policy and laid out the schedule of insertions, subject of course to the approval of the C.P.A. Committee. Then, as formerly, the plan and schedule were turned over to the Copy Committee for their guidance. At the same time the Responsible Committee with a view to securing a greater degree of physical uniformity in the advertisements, and to facilitate the work of promotion, decided to appoint one member of the copy committee to design layouts, purchase the necessary drawings, and


Fellow Canadians!
War Efficiency and National Prosperity
Build up the Mighty National Force
Keeping up with the Joneses

Four of the preliminary series of "Thrift" advertisements

supervise the plate making and printing. For this purpose they selected the writer, who, in order that he might devote his entire time to the work, was relieved of all additional duties.

The advertising campaign was divided into two distinct periods—educational and selling. The nature of the copy used in the educational period, from October 1st to 26th, can well be deduced from the titles of the various ads.—"Why Canada needs the Money," "What was done with the Last Victory Loan," "When Will it End?" "Take up the Torch of Freedom!" "What is a Victory Bond," etc. The second or selling period, from October 28th to November 16th was covered by advertising of a patriotic, inspirational and economic character. The advertisements ranged in size from 50″ to 90″ and were scheduled to run once a week in the large city dailies. In addition to these, a number of special pieces of copy were prepared to run in the agricultural, foreign, class and small-town weeklies, concurrently with the basic series. These averaged about 60″ each and were designed to appear also in several of the leading magazines.

Direct Appeals to Various Provinces

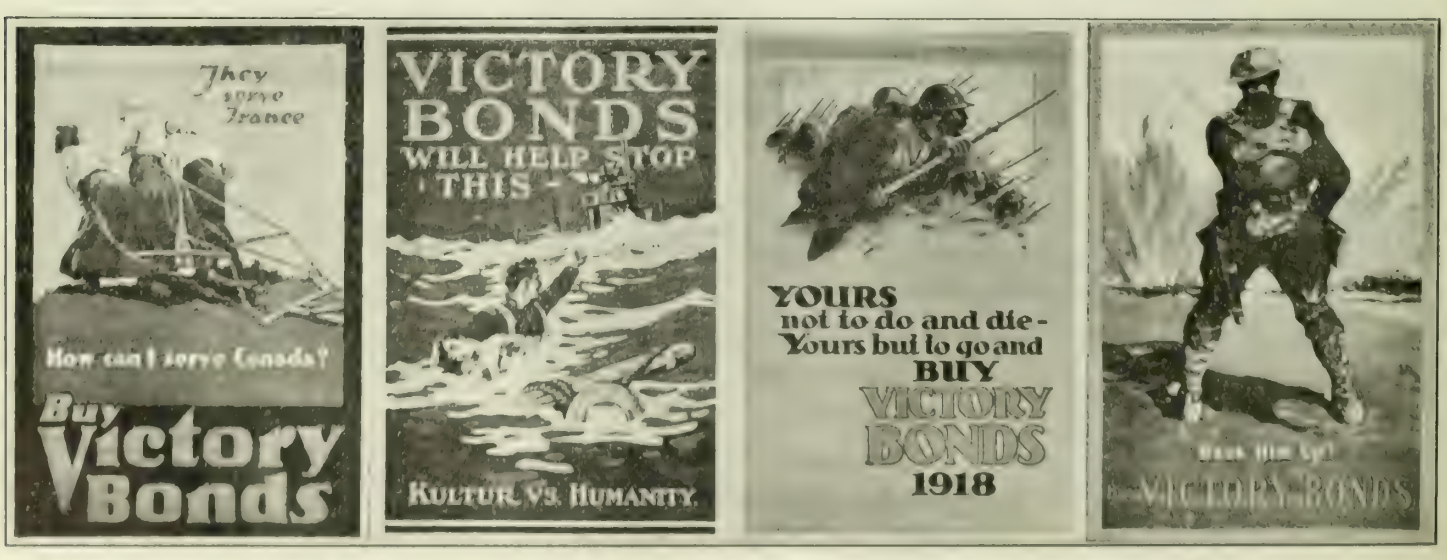
A noteworthy feature of the selling series was the preparation of direct appeals to the people of the various provinces. The farmer in Ontario and the West was told in plain figures how last year's Victory Loan had financed the marketing of the exportable surplus of farm products; the industrial classes in British Columbia were shown in what way the Victory Loan of 1917 had contributed to the operation of her mines and smelters, to the support of her shipbuilding industry and the development of her share in the production of aeroplanes. Like arguments were also addressed to the men of the Maritime Provinces, whose fishing, smelting and lumbering industries had similarly benefited by the successful flotation of last year's loan. No one class was overlooked. Specific facts and illustrations were supplied to meet the needs of each separate community. Manufacturers, retailers, farmers, mechanics, foreigners, all had their duties and obligations at this time brought home to them in frank, vigorous and persuasive language. There was no attempt to use the "big stick," or to bully-rag the public into buying bonds. They were persuaded rather than threatened. It was felt that once the facts were before the people the bonds would practically sell themselves.

Points of Appeal

Briefly summarized, there were four points of appeal—the patriotic, the economic, the security and the convenience of payment. The first three are self-explanatory. The fourth dealt with the encouragement of those who found it difficult to save, while submitting an orderly plan whereby they might become possessors of war bonds of $50 or more by the instalment plan. As a matter of fact, arrangements have been made with some of the banks whereby they have agreed to advance the purchaser of Victory Bonds 90% of his total investment and allow him to pay off the balance within a year in monthly or quarterly instalments. Throughout most of the copy the fact was stressed that the industries of Canada are being maintained on borrowed money; that the Government cannot borrow outside of Canada; and that unless the Loan is sustained, the British Government must reduce its purchases in Canada with a consequent diminution in our commercial and industrial activities. This might be called the keynote of the economic phase of the campaign.

Contests to Get Ideas

Other auxiliary movements in the drive have been a poster contest in


They serve France
How can I serve Canada?
Buy Victory Bonds
VICTORY BONDS WILL HELP STOP THIS
KULTUR VS. HUMANITY
YOURS not to do and die - Yours but to go and BUY VICTORY BONDS 1918
VICTORY BONDS

The posters were a disappointment to many who expected so liberal a prize offer to produce some of exceptional merit. These are four of the best, including the one "Kultur vs. Humanity" which won second prize.

Confronted as we are by those who have given their all, dare we set a limit to our own sacrifices in Freedom's cause?

Our hearts and our sense of duty to God and humanity must answer the question:—"How much is expected of me?"

Buy Victory Bonds

Canada CAN and WILL

ON July 31, 1918, Canadians had on deposit in banks more than a billion five hundred million dollars — that was $160,000,000 more than was on deposit on the same date in 1917.

And, in the meantime, Canadians had invested $425,000,000 in the Victory Loan 1917. Besides that they had bought $60,000,000 worth of provincial and municipal bonds.

So the people of Canada during the past year have accumulated $485,000,000 in bonds and over $160,000,000 in cash more than they had on July 31, 1917. That represents concrete accumulated wealth.

Canada is to-day the richest country in the world, per capita.

Her war debt per capita is lower than that of any other fighting nation.

So Canada undoubtedly has the ability to oversubscribe the Victory Loan 1918.

And Canada must manfully and loyally support the Victory Loan 1918, because the national safety, the national honor and the prosperity of the country are at stake.

Canada's business prosperity is necessary to the maintenance of Canada's war efficiency.

Get ready to oversubscribe the Victory Loan.

BUY VICTORY BONDS
and help to get others to buy—
then buy some more yourself

"I wonder what he thinks of me?"

Another wounded soldier.

Have I measured up to his standard? Have I done as much as he has? Or am I going to be asked, "What did you do in the war, daddy?"

I'm under no obligation to go to the front. I'm a married man with a family. I'm not a slacker. I'm doing my bit right here. I have done my duty. There's my home, there's my job, there's my country.

I've bought my Victory Bonds just as my savings will allow me to. Not quite as much as I should like to have done, but the best I could do.

Christmas—

Another Christmas at the trenches for our soldiers. It must be three years in France we must bring them home before another year rolls round.

I wonder now if I could not do just a little more to help them get back.

Let's see. I could save, say, two hundred dollars and pay it to a depositor on four $100 bonds then pay the other $400 in small sums.

But that would leave me nothing to buy Christmas presents.

I have it!

This year I'll give Victory Bonds as presents.

By would the wife see her? Would she take a Bond as well as the gift it was going to buy her?

Why, she'd rather have a Bond. It also serves as a reminder to her that I'm doing my bit over there.

And the three children, every one of them, have here at once to buy a bond.

I will pay the other $400 in instalments by being a little more careful of my expenditures. And the wife will gladly help me.

I'll do it!

I'll take that hundred dollars to buy four more bonds. I wonder why I didn't think of that way before.

Let every Canadian do some servant thanking some three years to-day.

You have only three days left to set yourself right with the boys who fight and toil, suffer and die for you.

To-day may be the biggest day in your life.

You've never known a day that compares with it in opportunity to serve your country, for that hour must be remembered.

Canada must show how proud and fee that she is in the fight to win.

***Buy* VICTORY BONDS**

HIT HIM AGAIN

The Bad Man of Europe is groggy. The hell hounds he loosed in Belgium are backing away, cringing, snarling, scared.

We've got him going.

But he lives—4,000,000 strong on the Western front alone—and in his perverted brain lives the ambition to destroy and to enslave.

Now, while his legions totter, while his only hope is to dodge, to retreat, to evade the knockout blow that he knows must fall, now is the time to strike and to put everything we have behind the blow.

If you were planning to buy a $100 Victory Bond you can surely hit harder. Make it $200 or $500.

If you were thinking of a $500 Bond, can't you strike a $1,000 blow?

The full weight of Canada's fighting strength must go into that crushing stroke—our great resources, our industries, our agriculture, our fisheries, our surplus wealth, every dollar we can spare, every dollar we can rake and scrape.

For this is the knockout—the blow that must strike the demon down and send his broken war hordes hurtling back across the Rhine.

Hit him again!

HIT HIM AGAIN!!

Buy Victory Bonds

Our Country: a Storehouse of Riches

OUT of a store of riches unparalleled by that of a like number of people anywhere else on earth, Canadians are asked to lend their money to their country.

And we of the prairies are well able to do so, because in spite of all the uncertainties and disappointments the crops of Western Canada will bring more money to Canada this year than any crop ever harvested more even than the record crop of 1915.

In the face of all our generous giving—all our war efforts—Canada is to-day more blessed in worldly goods than she ever was before.

No true Canadian is idle all who are not fighting are working and all should be serving by doing faithfully the duty that comes to hand.

The finances of Canada are sound the production and savings greater than ever before.

It is to the wealthiest nation per capita, on earth, that Canada offers this Victory Loan.

* * * *

When you buy Victory Bonds to the limit of your present and future resources, you accomplish three things.

You directly assist the fighting ability of the Canadian Army.

You finance the business of the country on which your present prosperity depends.

You make a wise and valuable provision for your own future needs.

These are the three great reasons why every cent you control should be invested in

Victory Bonds 1918

TO-DAY YOU GO INTO ACTION BUY VICTORY BONDS 1918

—because Canada's soldiers still face the horrors of war

—because Canada cannot carry on unless we support our fighting men

—because you have in you the fighting blood that stops at no sacrifices.

—because you must buy Victory Bonds else all sacrifices will have been in vain

—because your heart yearns for Peace

—because nothing else matters until we win the war

BUY VICTORY BONDS

The smoke from Canada's factories signals to the world that Canada's army of workers is "carrying on."

These fires must be kept burning

As long as Canada is busy at home she can continue her glorious part in the war.

Canada's factories are a source of great national strength to-day.

They send across the sea a steady stream of vitally needed war supplies.

They employ our people at home at good wages.

They enable Canadians to earn the money to carry on the war.

To let those factories slow down now would be a crime against the boys in France—a disaster to the great army of workers at home.

The fires under the boilers must be kept burning.

That is one of the great purposes of the Victory Loan 1918.

When you buy Victory Bonds, when you lend your money to Canada, you are supplying the capital on which our industries depend. You are contributing directly to our prosperity at home, and lending your personal weight to our mighty war effort in France.

Buy VICTORY BONDS

Make Sure—Canada!

Belgium and Germany lie as close together as Alberta and Saskatchewan.

Belgium has not had approximately the same population as Canada.

Belgium wanted only to be left in peace. But she was in the path of German ambition. Although she fought off the invaders with wonderful courage she could not withstand the German hordes.

At this time, when Canadians are being asked to lend their money to their country at good interest and on unassailable security, it is well to know what has become of the savings and possessions of the Belgian people since the Germans moved up because there is no reason to think that Germany would treat us any better.

Von Bissing and Von Falkenhausen, the two German governors of Belgium from December 10th 1914 to June 10th, 1918 have taxed Belgium to the extent of 441 million dollars.

Last year the Germans took from Belgium every machine every scrap of iron, steel and copper that could be found. They drove off Belgian herds of cattle to Germany and stole the Belgian crops.

The Belgian Government has a record of 41,700 houses destroyed since the invasion.

In thefts of various kinds in destruction of property, in taxes which goes to Germany for the upkeep of the German army, the Belgian people have been robbed of $1,400,000,000 a greater sum than Canada's national and war debt combined, and this robbery is still going on.

That is the sunny side of the German invasion.

The other side is too awful to contemplate—the shooting of old and defenceless people the rape of women, the enslavement, the torture of mind and body that Germany has inflicted on the Belgian people is beyond printable description.

* * * *

It is to save Canada from a like fate that our armies are fighting.

Germany is not yet beaten.

One recent estimate gives Germany still 4,000,000 fighting men on the Western front.

Until this army is driven back to German soil, crushed our lives our homes our freedom and our possessions are in danger.

Make sure Canada!

If we remain steadfast in the field and at home we can defeat Germany and escape the fate of Belgium.

Canada's army is increasing its efforts every man of them!

Back up our army

Buy Victory Bonds 1918

If this boy were your boy

If you had a boy in France to-day, you would make your purchase of Victory Bonds large enough to represent a real personal sacrifice.

You would be thinking of that lad—out in the hell on earth that is No Man's Land—cheerfully offering his life for Freedom's cause.

And you would do your best to save that life.

You would help—with all your might—to provide the money that will shorten the war and reduce the cost of Victory, in human lives.

You would buy all the Victory Bonds you could possibly find the money for—and you would find it by skimping yourself down to the barest necessities of life.

Come share in the glory of those whose acts are in France to-day. Dig deep into your income as the men of soldiers dig into theirs to buy the Victory Bonds that will carry our armies on to Victory and give us back our boys.

The copy for the newspaper advertisements covered a wide and carefully planned range of topics—representing what is undoubtedly the *best-planned series* of advertisements used in any war-loan campaign.

which the prizes were Victory Bonds, which showed that Canadian artists are able to produce posters of no mean order; a prize poem contest; and a cartoon competition. It had originally been intended to utilize the moving picture theatres throughout the country for the production of a Victory Loan play, as was done last year, but owing to the prevalence of the Spanish "flu" this part of the program was called off. Prior to this event, however, a private view had been given in Toronto before Sir Thomas White, and the Copy Committee of a film, depicting the sale of Victory Bonds. Since then twelve posters have been issued by the Dominion Publicity Committee, and it is estimated that 37,000,000 copies of advertising matter have been distributed throughout the Dominion. It is expected that a spirit of keen rivalry will be engendered for the red and white flag with the five blue bars which the Governor-General is presenting to all districts which pass their objective. The five blue bars signify the five war loans which Canada has undertaken. The competition is being carried on between provinces, districts, units (city or country), canvassing districts and teams. A flag will be awarded to each factory which passes its quota, while every subscriber will be presented with a button bearing a replica of the flag. An honor roll showing the flag in colors will be donated to the store or factory where 75% of the employees have purchased bonds. An honor card to be hung in the window similar in appearance will be likewise left at every home taking a bond.

For three Sundays the churches of Canada were asked by the Minister of Finance to call special attention in their services to the Victory Loan. An appeal has been sent out to the clergy to make Sunday, November 3, a recognized Victory Loan Sunday throughout the Dominion, with a service specially devoted to the need; and on the following Sunday the last of the campaign, to invite laymen prominently identified with the canvass to deliver a short address. In view of the prohibition of public meetings, other than church gatherings, on account of influenza, the co-operation of the churches is being the more readily offered, and is expected to reach in this way the people who would ordinarily attend the secular meetings. As was the case last year, it is the intention of the various district committees to institute a thorough canvass of all factories and workshops. Where more than 150 hands are employed, an employees' organization committee will be formed to obtain 10 per cent. of the annual pay roll and to get applications for bonds from at least 75 per cent. of the workers. Apart from the regular canvass list, there will be a specially "exempted" list of those persons who are expected to apply for bonds valued between $5,000 and $25,000.

"Lend" was the Watchword

The committee in charge of the general canvass has insisted that the term "lend" should be used in talking of bonds and not "sold." The banks, it is understood, will have the bonds ready to hand immediately to applicants, thus avoiding the delay of previous issues. Every one of the canvassers has undergone a special course of training. There were 800 canvassers in Toronto; 3,500 in Ontario; and 12,300 in the Dominion, all waiting, eager to go over the top on Monday, October 28th.

All this refinement of organization has been made necessary this year on account of the higher objectives that have been allotted. The keenest brains of the country are employed in each branch of the work. In order that the executive in each province may be able to estimate the situation in any district, all work has been standardized and forwarded in a report to the respective headquarters. This standard report deals with the personnel of the organization, expense budget, publicity, and an analysis of each unit from the standpoint of assessment values, population and objective. The response from the country so far has been excellent. Out of 354 reports to be received, 345 were in hand when the selling campaign started.

The foregoing review makes no mention of the part to be played by the women's organizations, the donated space committee, or the independent efforts of those directly or indirectly interested in the campaign. In Toronto, for example, the city has been divided for campaign purposes into five districts. These are in charge of captains with their teams, composed of 330 trained salesmen. To supplement the efforts of these men some twenty-five booths were opened and placed in charge of representatives from the 300 local women's organizations. The function of the booth is principally to disseminate information regarding the loan and the creation of a co-operative spirit, with bonds a secondary object. The idea is to discountenance as far as possible the "go as you please" canvass which characterized the closing days of last year's campaign.

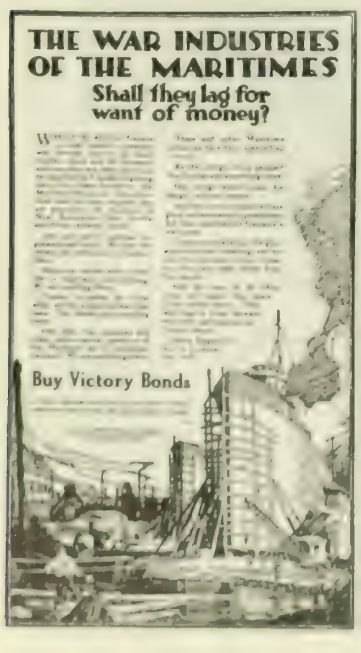
Much Donated Space Used

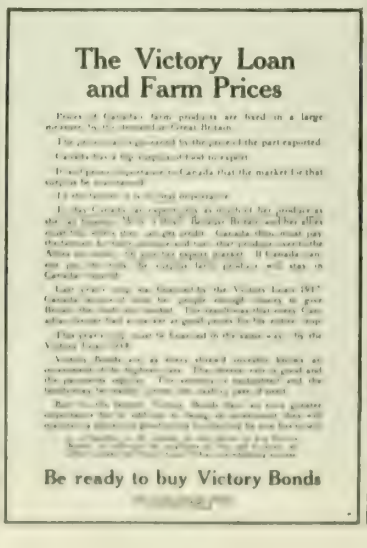
Retailers and manufacturers are being solicited for advertising by men working under the direction of the Dominion Publicity Committee which offers a portfolio of advertisements prepared by the Canadian Association of Advertising Agents for use in donated space. Eighteen ads. are shown for full pages, half pages, and quarter pages; also for 560 lines, 300 lines and 200 lines, to be used as follows: Series 1, during the first week; series 2, during the second week; and series 3, during the third week. The themes with which they deal are arranged in three groups: First week, patriotic; second week, inspirational; and third week, honor and flag sales. This plan was determined upon, says R. A. Stephenson, Chairman of the Dominion Publicity Committee, in order to ensure uniformity with the Government advertising campaign. That the maximum returns from the scheme might be obtained, local publishers are asked to co-operate with the canvassers of Donated Advertising Space Committee in securing and arranging contributed advertising, while to the advertiser is promised the services of the publisher as well as the advertising agencies whenever they may be required. To further assist the canvasser, each publication has been supplied with a copy of the book so that selection can be made from it on the instructions from the advertiser or a member of the Committee.

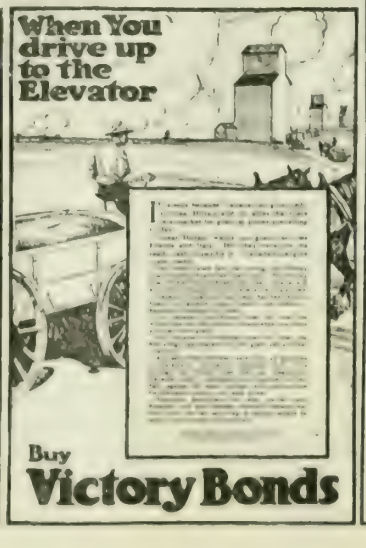
The Toronto Victory Loan Committee has also been active locally in enlisting the co-operation of storekeepers, manufacturers, and citizens toward decorating their buildings with flags and bunting, placarding fences and dead walls with posters, signs and

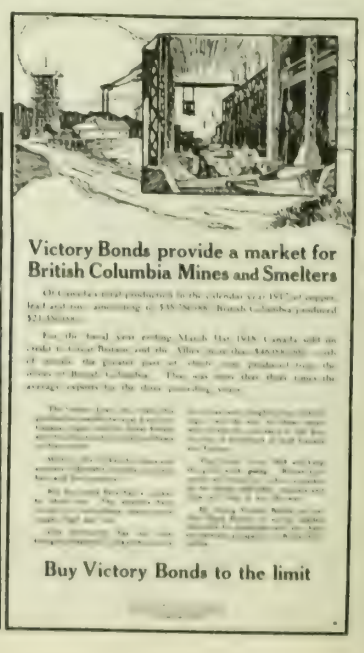
(*Continued on page 27*)

Special copy was planned to appeal to different classes of people and different sections of the country, of which these are examples









BUSINESS NOT AS USUAL

"Things will never be the same again." "We'll have to make a fresh beginning and master new conditions." This typifies to-day's talk among Canadian business men who feel that long established business practices and well-worn grooves of trade have been blasted away. Some of the changes are described in the accompanying article.

Written for MARKETING by C. T. THOMSON

A SET of new marketing conditions has come into play in Canada as a result of the war. New lines are being bought, new methods introduced, new ideas accepted.

Take just the matter of labor saving devices. Before the shortage of labor upset business serenity, the average man was not prone to let his money save his own heels and hands or lighten his payroll. It took a lot to convince him that by purchasing a certain machine he could get his money back with fourfold interest. He looked at the initial cost rather than at the ultimate saving in labor. But when the war had taken the able bodied young men and labor became not only scarce, but mighty independent, the question of labor saving devices took on a new significance. It was no longer a matter of option; it became sheer necessity. The writer was in a large industrial plant the other day and had occasion to pass through the moulding department. It was very completely equipped with moulding machines and seemed to be operating with remarkable smoothness.

"Never used them until a year or so ago," said the superintendent, when questioned about it. "We always figured it was better to have our work done by hand. But we simply had to change our policy or close down part of our works. You see, moulding is a dirty job and in summer time particularly it is hot and heavy. We simply couldn't keep enough moulders at $30.00 a week to keep the work in that department up. They went into other work, so we had to put in moulding machines."

"Will you ever scrap them"?

"Never," was the reply.

Enquiries elicited the information that this condition of affairs is universal. The machine shops and foundries have installed all manner of labor saving machines and devices. It has been a case of absolute necessity for labor has been unobtainable. Overhead cranes are now found practically everywhere, for instance. Improved factory trucks are in use, the kind that make it possible to haul large loads around with practically no muscular effort. The writer has seen women and young lads just out of school hauling loads that no two men would be able to budge with the old-fashioned truck that required elbow grease. The introduction of female labor into the factories has created a very distinct need for the latest in labor saving devices. Female labor may be eliminated after the war, but the labor saving idea is here to stay.

The need for conservation of supplies has also caused the introduction of new methods and new equipment. Magnetic separators are used, for instance, to separate iron and steel from the factory scrap heaps. The one time pile of junk that reared its head in every factory yard is now no more. There is a use for every bit of metallic scrap.

"I've some remarkable figures here" said the manager of a very well known industrial concern the other day. "Some time ago we started to use magnetic separators to recover the particles of metal that were scattered through the factory sweepings. Here's the result, extending over the whole period. We have averaged a saving of $376.00 a week."

"We didn't know the meaning of real economy in this plant before," he went on. "I shudder to think how many thousand dollars worth of material we used to waste every year. But *never again*. The war has been teaching us a lot of things."

The labor saving idea has extended right down the line, of course. The retail merchant finds a need for cash carriers, cash registers, adding machines, improved scales, simplified business systems. The farmer is coming forward strongly as a purchaser of anything made that reduces the strain on labor, so stringent has the farm labor shortage become. Where it is possible for him to get electric power he is doing everything possible by power. Whenever the current is not available he is using gasoline. He is even—and mark this particularly—putting in labor saving devices in his home. The city family is buying vacuum cleaners and electric washing machines, for maids have hied themselves off to munition plants and washerwomen are almost an extinct species.

It is necessary to note, at this stage, that the labor shortage alone would not have accomplished the miracle. The fact that the shortage has developed in "flush" times accounts for the tendency so generally noted to replace muscle with machinery. The manufacturer, the farmer and the city man alike have the necessary cash to expend.

CHANGED DEMAND—AND SUBSTITUTES

The shortage of materials has wrought changes also in market conditions. It has created a market for all manner of substitute goods. New fabrics are being generally used to take the place of clothing materials which are now scarce. Articles are being put out with radical changes in composition, such as the use of fibre to replace steel sheets and fabrikoid for leather. These tendencies are probably temporary, however. Demand will be as strongly for quality goods as ever when quality goods can again be obtained.

Also the shortage of materials has led to simplification. Manufacturers are cutting down their ranges and patterns. This does not apply to clothing, for Fashion is just about as capricious as ever, but it applies very extensively to manufactured goods, particularly where metals are used. For instance, in stoves—just to pick one line at random from a multitude—the manufacturers are taking no fewer than 10,000 styles off the market. The paint manufacturers have stopped putting out paint in pint and half-gallon tins, for the same reason. The necessity of conserving both material and labor has resulted in simpler designs, and, in many lines, in less elaborate degree of finish. This, again, may be temporary.

More interesting perhaps, have been certain changes that have come about in demand. Consider the new vogue of the cap for men. In Canada previous to the war, caps were used exclusively by boys and new arrivals from the Mother Country. The Canadian man wore a cap when he went motoring or golfing, but for ordinary use he was wedded to the stiff felt or the fedora. War conditions have hit the manufacture of hats very seriously, largely by creating so great demand for hats for the armies that civilian needs have been only partly filled. Further, materials have become so much more expensive that hats have gone away up in price. A few years ago $3.00 bought a hat good enough for a Wall Street magnate. To-day it requires an expenditure of $6.00 or $7.00 to buy a hat of the same grade. Consequently, men are beginning to consider the cap as a head piece for regular use as well as sporting purposes. The result has been a distinct improvement in the quality and style of caps. In order to live up to the big new opportunity, cap manufacturers are improving their output very materially indeed. Whereas the haberdasher once bought his stock of caps somewhere around $4.00 to $8.00 a dozen, he now buys them up to $20.00 a dozen. The cap, some experts aver, has come to stay.

NEW RETAIL CONDITIONS

In discussing the matter of changes in marketing as a result of war conditions, it is necessary to refer to changes in retailing. The writer was talking recently with the President of a prominent cloak and suit manufactory in Toronto. This man is one of the live wires of the business; so much so that he has always made it a point to call regularly on his best customers.

"I used to have two trips a year," he explained. "When the spring and fall buying began I used to make the rounds. Now I'm out more or less all the time."

"How's that"?

"Because, this business has become distinctively a sorting business," he explained. "The merchants are not buying in great bulk as they used to do at certain seasons. They keep sorting up the whole year around."

"It may be," he went on, "that they are determined not to get caught with large stocks when the after-war readjustment of prices starts. They refuse to carry the stocks they once did. My

opinion is, however, that the increased fastidiousness of the Canadian woman is at the bottom of it. I remember when a merchant would buy a certain model by the dozen. Now he hesitates about taking half a dozen. Mrs. Canada wants an exclusive thing to wear nowadays. Well, she's paying for it. The merchant orders a large variety and sorts up all year around, and it simply means that the price has to go up. The manufacturer's cost, for one thing, has gone away up and it is the desire for exclusive goods that is the chief factor.

However, the tendency on the part of the retailer to buy oftener and in smaller quantity is a war-bred condition that is faced in all times, and must always be taken into consideration.

On the other hand, merchants are more aggressive and up-to-date than ever before. It has been necessary for them to improve their methods in view of the continual upward shift in price and the changes brought about in quality and style. For the most part the merchants have been alive to the needs and opportunities of the situation. The hardware man, for instance, has revolutionized the automobile accessory business, which at one time was very largely in the hands of the garage men. When the war broke, the builders' hardware trade and everything that enters into building, became flat. In other words, the backbone of the hardware man's business was almost reduced to nothing. Casting around for something to replace this business, he took up motor accessories. With his facilities for display, the hardware man created a demand that had never been felt before.

Why Do You Advertise?

"To increase sales" is not always the answer. This is often incidental to the main purpose of the advertising, as it here explained.

Written for MARKETING by ROY W. JOHNSON

THE success of an advertising campaign depends a good deal upon the conception of advertising on which it is based. That is to say that a given amount of space, or even a certain appropriation, or whatever unit of measurement you wish to adopt, will produce results which are greater or smaller according to the purpose which is back of it. And the purpose is conditioned by the advertiser's understanding of the force of advertising, and his ability to use it.

Some business men keep their accounts in a day book, getting therefrom merely the totals of receipts and expenditures. From that elementary beginning there are many gradations of accountancy, up to the man who makes his books of account provide him with a running commentary upon the vital facts of his business. Each is practising accounting according to his conception of it. And it is much the same with advertising.

I have a vivid recollection of an interview with one of the officers of the American Sugar Refining Company, when I was a member of the editorial staff of "Printers' Ink." The company had just launched its campaign on Crystal Domino Sugar, and I was sent to get the story—to find out *why* the company had started to advertise just at that particular moment.

The officer I called upon was somewhat impatient when I put the question to him. "Why, to sell more sugar of course," he told me with air of finality. "Any chump of a journalist ought to know that!"

But that was not the answer, I told him.

So radical a change in the policy of his company would hardly be made for so general and so vague a reason as that. Undoubtedly the desire to sell more sugar was back of it, but it was a long way back. Some more immediate and definite purpose must have led to the change of policy.

"That's all the reason I can give you," he remarked, turning to his morning's mail.

"All right then," I said. "I'll have to give *you* one. Isn't it true that your real purpose in adopting this new package is to give the dealer an opportunity to make a little money on sugar?"

It was merely a guess on my part, but it happened to be right. I knew that sugar was practically a no-profit commodity in most grocery stores, and so many stores had formed the habit of making it a "leader" and selling at absolute cost or less, that there was no profit left in the bulk commodity for any retailer. And I guessed right in assuming that the immediate purpose of the company's advertising campaign was to build up some dealer good will for itself by providing an article on which some profit might be made. It would lead to more sales of course, but the immediate and specific object of the campaign was to correct a trade condition which was hindering sales.

I cite that incident merely as an illustration of the point I am trying to make: That the man with the understanding of what advertising is, and what it can do, can use it to accomplish a definite purpose; while the man who regards advertising as only a means for "increasing sales" will obtain results which are quite as vague as his own idea.

Much of the progress which has been made in the art of advertising is due to the fact that advertising has been more and more directed towards particular ends rather than general purposes. Advertisers have been led more and more to analyse conditions and to discover exactly what different factors culminate in sales, and what factors contend to discourage sales. Then the advertising has been aimed at a vital point instead of being sprinkled in a general direction.

For a contrast between the two methods which is particularly striking, consider the safety razor industry. I suppose nine men out of ten, if asked who invented the safety razor, would reply "King C. Gillette." It is quite true that Mr. Gillette made an important improvement in the safety razor, and that he is in reality the creator of the safety razor industry as we know it to-day. But he did not invent the safety razor. The original safety razor had been on the market for years when he entered the field, long enough in fact for the basic patent to expire.

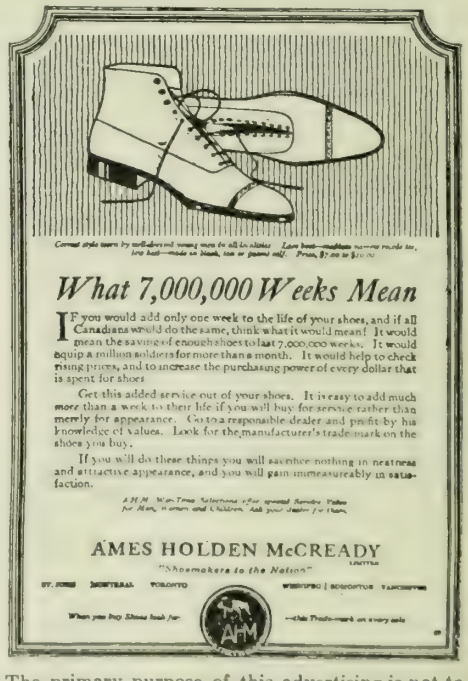
Yes, and it had been advertised for years, too, and widely advertised, for those days (the early '90's). Money enough was spent, and space enough was used to put a product on the map. But it didn't "go across." It took the original safety razor proprietor 24 years to sell a million razors.

Then came King C. Gillette. He improved the product by introducing the wafer blade, which can be thrown away like a steel pen when the edges are dulled. He changed the shape of the holder so as to be more convenient and easier to manipulate.

But when all that was done, he faced the same problem which had baffled the original manufacturer: The problem of making his product known and of persuading the public to use it.

Advertising, obviously was the answer. But safety razors had been advertised for years, and no impression had been made. "Just advertising" held no promise of accomplishing any more for the Gillette than it had for the earlier article.

Mr. Gillette, however, set about the task in the modern way—by analysing conditions. He asked himself what it was necessary to accomplish before the public would be led to buy safety razors in any appreciable quantities. And the answer to that question was enough to stagger any ordinary individual. Before safety razors would be bought in quantities large enough to make an industry profitable, it would be *necessary to change the habits of a nation.*


What 7,000,000 Weeks Mean
IF you would add only one week to the life of your shoes, and if all Canadians would do the same, think what it would mean! It would mean the saving of enough shoes to last 7,000,000 weeks. It would equip a million soldiers for more than a month. It would help to check rising prices, and to increase the purchasing power of every dollar that is spent for shoes
Get this added service out of your shoes. It is easy to add much more than a week to their life if you will buy for service rather than merely for appearance. Go to a responsible dealer and profit by his knowledge of values. Look for the manufacturer's trade mark on the shoes you buy.
If you will do these things you will sacrifice nothing in neatness and attractive appearance, and you will gain immeasureably in satisfaction.
AMES HOLDEN McCREADY
"Shoemakers to the Nation"
AHM
The primary purpose of this advertising is not to increase sales but to influence market conditions.

And Gillette did just that with his advertising. He made it possible not only for his own concern to earn profits from the manufacture of safety razors exclusively (they had never been more than a side-line with the original house), but he created the safety razor industry as we know it to-day. Every concern which has since come into the market actually owes its existence to the advertising which was done by Gillette.

But it was not advertising which was run merely "to sell safety razors." Something else had to happen before safety razors could be sold. And the advertising was set to accomplish that specific task *to change the habits of a*

nation. It was one of the biggest jobs that advertising ever was confronted with, and its success was one of the biggest tributes to the power of modern advertising.

"Consider the time and the money you waste in the barber shop" said the Gillette copy, in effect. "You get shaved three times a week—that $1.80 a month—$21.60 a year, not counting tips. And half the time you are half shaved. For a single investment of $5.00 you can stop the expense and be smooth-shaved *every* day.

Now like Columbus' neat little trick of standing an egg on end, that is perfectly simple—after you have been shown how. But looking at the problem from the other end, it is not so simple. I dare say it looked a lot more plausible to say "Buy a safety razor and shave yourself. Ask your dealer for the Gillette and take no other."

The ordinary man would have done it that way too, and the safety razor industry might never have been heard of.

Advertising has performed some pretty big tasks in the world, and it will perform bigger ones as it comes to be better understood. For as it is better understood it will be more and more directed towards specific instead of general ends.

It is much easier to demonstrate these points by example rather than by precept, and it is much more interesting too. Take the campaign of Ames, Holden, McCready, Limited which is now running in Canadian newspapers and magazines. It is chiefly directed at what? To sell Ames, Holden, McCready shoes? Not at all. It is primarily devoted to telling the consuming public how they may get shoes of good quality at fair prices under present abnormal conditions. Three things are repeatedly urged upon the consumer: "First, buy for service rather than merely for style; second, go to a reputable dealer and benefit by his knowledge and experience; third, see that the manufacturer's trade mark is on the shoes you buy. Do these things and you will get good value for your money, whether you buy shoes of our manufacture or not."

Now, of course the ultimate desire of Ames, Holden, McCready is to sell more shoes. But the selling of more shoes depends upon a thousand and one other things, the most important of which are in the minds of the consuming public. So the company is directing its advertising specifically towards those particular things, and more sales will follow by a perfectly natural and logical process.

Leather is scarce, labor likewise, and prices are high. The standards of price by which the public has been accustomed to judge shoe values are standards no longer. The consumer is bewildered in attempting to practice real economy. He wonders if the high prices are entirely justified, and if somebody somewhere is not profiteering. He must have shoes for himself and his family, but the old landmarks are gone. He may go to his usual source of supply, and take the dealer's word for value, or he *may* fall for the wiles of the "gyp" dealer. In other words, the abnormal conditions are reflected in an unsettled state of mind on the part of the public, and the best service which any manufacturer can do for himself or for others is to restore the public's confidence in the shoe trade as a whole.

And that is the specific purpose of the Ames, Holden, McCready advertising. There are twenty advertisements in all, and in only four of them is there any direct appeal, to the public in the main text to buy A. H. M. Shoes. The copy never insinuates that Ames, Holden, McCready is the only firm from whom good value can be obtained at a fair price. Certain particular shoes from the company's line have been selected for illustration, and each ad. carries the following phrase, in small type: "A.H.M. War-Time Selections offer Special Service Value for Men, Women and Children. Ask your dealer for them." That, however, is, clearly a suggestion apart from the main text, and it is purposely displayed in smaller type and in a different face.

At this writing the campaign has been running less than a month, and the company is already getting results from it. Many newspapers have commented upon it editorially, and in their own display advertising. Letters from dealers to the company refer to it with appreciation. Reactions come back through the sales force showing that it is having the desired effect. No record of sales resulting from it has been made, or, for that matter can ever be made, but it will result in more sales by a perfectly natural and human process. For it is building good will for Ames, Holden, McCready among dealers and consumers. It is helping to establish the opinion that Ames, Holden, McCready is a good firm to do business with. And such an impression once planted in a man's mind, will remain there long after an advertising campaign is forgotten.

To return to our original comparison, the man who regards advertising as merely a means for increasing sales, is like the man who thinks of accounting simply as a method of showing how much money he has in the bank. That is true enough, but the amount of money in the bank depends upon many other things which an adequate accounting system will help to secure.

And advertising which is based merely upon the desire for sales is likely at times to prove inadequate for much the same reason.

One of the cleverest stunts in the Victory Loan Campaign

was this adaptation of a familiar poster, designed on short notice by Rous & Mann, and contributed by the advertiser to the Dominion Publicity Committee. It was more generally displayed than any other poster in the campaign. This has not been without value to the advertiser, of course.

COMMENTS ON CURRENT COPY

The outside viewpoint of a capable, constructive critic who is reviewing current Canadian advertising copy for MARKETING. Readers are invited to submit copy for comment.

By S. ROLAND HALL
Author of "How to Write an Advertisement"

IF I were asked to lay down what seemed the most important thing for a writer of advertising copy to settle before he begins to construct a message that he hopes will interest and impress a good proportion of the readers before whose eyes it will pass, my counsel would be this:

"Try to figure out a good point of contact with the type of reader you are aiming at. A secretary of a Young Men's Christian Association once told me that the Association established 'points of contact' with different groups of young men and boys—athletics for one class, evening-study classes for another, games and other entertainment for still another. Since then I have liked that phrase—'point of contact.' If you can and will just lay hold on some point of contact, something about your goods or service that will draw interest like a magnet draws steel filings, and play that one thing up simply and strongly in your appeal you will have done the big thing about the writing of your advertisement."

We will admit right here that it is not always easy to find something about the goods or service that we are asked to advertise that has this strong appeal. Perhaps sometimes it is impossible and the flat, dull advertisement is inevitable. But I am certain that dull advertising is more often the result of neglect to dig for a real appeal and of neglect to play it up properly when found.

In my opinion, Gerald Stanley Lee rambled a great deal and confounded many readers with the material he had on "Superadvertising" in the *Saturday Evening Post* recently, but he said one thing that I thank him for, and that was this: We instinctively think of things in a dramatic way; why do we try to undramatize them when we put them into advertisements?

The point of this talk on copy is the importance of the beginning of an advertisement, which usually means the headline, though an advertisement may be a good advertisement without a headline. If a headline is lacking an introductory sentence or paragraph is set in such a way as to catch the eye and serves as a headline.

Why don't advertisers pay greater attention to headlines or to opening sentences, which usually form the key to their advertisements. I don't know, but you don't have to study many publications to see how few advertisements get a running start with the reader. Look at the advertisements of the International Correspondence Schools over a period of years, and you will not find one that does not have a headline, usually hitched up with an apt illustration, that strikes a responsive chord with the reader. For every advertisement the International runs, several have been rejected as being too weak in the opening appeal. How many advertisements do you reject to every one used.

Weigh the power of such headlines as "Shop in New York," "Weiss Shears Will Snip a Broom Handle," "Fresh Mackerel Direct from Gloucester to

you," "Smoky Fireplaces Made to Draw," "Borrow and Lend."

Questions often make fine headlines: "How Many Hides has a Cow?" "Will You Sell us Your Spare Time?" "Where is Your Will?"

Whether a headline is a question, a smooth suggestive statement, a strong direct command, or a mere selling point of the product is not so material as the test—"Has it strong appeal and will it really stop the reader and impel attention for the remainder of the advertiser's message?"

Let's consider a few examples and pay particular attention to the starting point of the messages.

"A Lasting Surface" undoubtedly presents a thought of interest to the careful housekeeper. Yet these words alone do not seem to "dramatize" the idea as it deserves to be. If Ramsey's Varnish will stand the stamp of heels, the advertiser lost an opportunity by not showing a pair of rough shod heels travelling across the floor but leaving no marks behind.

"Join the Great Outdoor Crowd" is taken in by the eye at a flash, and coupled with the simple strong illustration, makes the Dominion Shotgun Shell advertisement a fine one. It seems that, having made such a fine start, the Dominion advertisement should have been a little more definite in its argument for D shells. Possibly this advertiser feels that he can rely entirely on mere name publicity. I'll do that when I have to, but whenever I can exploit some distinctive feature of the product I am advertising I feel that I have everything to gain and nothing to lose by following that plan; by so doing the advertiser can get the "name publicity" while at the same time impressing a reason on the reader's mind for preferring the product of the advertiser over other goods of its class.

Chase & Sanborn show us a very ordinary looking can of coffee. The arrow centers attention on this commonplace package and the headlines assure us that "This Name and Can—your guarantee of Coffee Satisfaction." Does the advertiser or anybody else really believe that an opening argument of this kind, which in this particular case is about all of the argument, really gets anywhere? I can't say what Chase & Sanborn ought to say about this coffee. If it isn't a distinctive coffee, one thing is sure, that nothing distinctive about it can be truthfully said. I'd want to study the subject of coffee quite a while before trying to write a series of appeals about Chase & Sanborn's Red Seal or anybody else's coffee. If I camped on the job quite a while I believe I'd find something interesting to say. Chase & Sanborn are not getting the full value of their space.

Renfrew scores a strong one with his, the headline about Skimmed Milk test. That arouses at once the curious interest of every one who has to do with cows and butter-making. Now it must have taken a little thinking to hit on the plan of playing up the Skimmed Milk Test in the headline of this advertisement. It would have been much easier to use some such headline as "Be sure that the name Renfrew is on the Separator you buy and you will get the best." But with such a good heading, the Renfrew advertisement will get good attention with all its closely set text. That, by the way, is a strong argument for the appealing headline. If you can clinch attention

The "Skim the Skimmed Milk" Test
MADE IN CANADA
WITH butter fat paid for by the creamery at 66 cents per pound, every ounce counts. The Renfrew gets all but 1/10 pound, or 6.6 cents worth in $26.40 worth of butter fat. Where is the farmer who wants to lose 60 cents to $4.00 per thousand pounds skimmed? With a few cows the amount lost would soon buy the closest of close skimmers—the up-to-date, easy-to-run, easy-to-clean
Renfrew
Surely it is good business to put the Renfrew's close skimming to the test—the margin of saving certainly warrants it.
Let the Babcock Test do it. Get your skim milk tested at one of the Dairy Schools by sending a sample. Then compare result with our close skimming records proven by Dairy Schools' tests. Or—let our agent bring out a Renfrew and skim the skimmed milk from your old machine and show you the saving a Renfrew can make you. Do you know of any other machine on earth that offers you that test? Could anything be more convincing and worth while?
The saving mounts up rapidly if you have more than two or three cows—will pay for a Renfrew—and then start giving you increased profits.
Besides, the Renfrew gives you the exclusive advantage of the wide open bowl with curved wings, which mean discs do not clog and cleaning is reduced to a trifling chore—the advantage of its automatic oiling system needing attention only four times a year—of its interchanging capacity. Get Renfrew catalogue; it explains all. Write to-day.
The Renfrew Machinery Co., Limited
Head Office and Works, Renfrew, Ont. Eastern Branch, Sussex, N.B.
AGENTS ALMOST EVERYWHERE IN CANADA
Other lines: Happy Farmer Tractor, Renfrew Kerosene Engines, Farmer's 2000 lb. Truck Scale.
14

with your opening thought, you can usually get a reading for considerable text set in small or moderately small type.

"Keep Baby's Woolen's Soft and Sweet" couples up so finely with the illustration of Lux that I'd be willing to bet that a woman wrote the copy. I don't exactly like the idea of cutting off the main display Lux by a border under the signature, but this is not a major fault. The copy is first-rate throughout and it is set simply—a thing that printers can rarely be prevailed on to do. Some time after the great war is over I am going to take a vacation for a month and try to figure out why most printers will do everything under the sun with rule, ornament and a variety of type in preference to setting an advertiser's message simply in one face of type and few sizes at that.

Keep Baby's Woollens Soft and Sweet

Even little garments are dear now—you must make them last, and of course you want them always soft and comfy for the important wee person.

The little woollens need never shrink a thread—never stiffen or grow thick—not after repeated washings if you cleanse them in the pure, creamy Lux lather. It's so simple to whip the delicate Lux flakes into a rich suds—so simple to squeeze the suds through the little garments—then take them out absolutely sweet and clean and fresh.

Lux harms nothing that pure water may touch.

LEVER BROTHERS LIMITED, TORONTO

53

LUX

If Lux makes clothes as clean as this copy is, it deserves laundry fame.

Laun-Dry-Ette has a headline that is a winner, and the copy is good throughout. This advertiser would do well, however, to discard the hand-lettered name that is not distinctive and a less legible than a good plain type—as most hand-lettered headlines and name-displays are. And the copy would gain wonderfully by a simpler setting. There was no need of breaking up the black-face type lines below Laund-Dry-Ette. A solid paragraph set in black face would have presented a nice contrast to the light text matter near the end of the column. Whenever a printer or a lay-out man scatters white space

Fifteen Minutes to Wash
One Minute to Dry
Clothes washed and dried in the Same Tub without a Wringer
The
LAUN-DRY-ETTE
WASHING & DRYING MACHINE
Washes and dries the clothing
without
Lifting, Rubbing, Wringing,
without
Scalded Hands, Backache, Wrinkles,
without
Loss of Buttons, Wear of Clothes
The "LAUN-DRY ETTE" washes the clothes by the well-known Vacuum Cup Process. Its chief feature is the wringerless principle.
Blankets, comforters, silks, laces and lingerie are all alike to the "LAUN-DRY ETTE" nothing too bulky or too fine for it to handle. Every piece comes from the dryer unwrinkled, buttons intact, color unaffected, and without the slightest wear or injury to the fabric.
The "LAUN-DRY-ETTE" has all-copper tube and polished copper vacuum cups. It is fully insulated and fully guaranteed. Operates on electric current from any light socket.
Send for our illustrated booklet giving all details of this modern household laundry machine. The booklet is free. Write to-day.
George J. Beattie
72 Victoria St., Toronto, Canada

throughout an advertisement, the effect is sure to be a "scattered" display lacking contrast, which means that it will not draw the eye. Concentrate the white space, the displays and the small text. Observe how this was done in the Dominion Shotgun Shells advertisement.

Gillette's top illustration and the headline are well worked out and give the good "point of contact" that these comments of mine argue for. The thought is timely without being far-fetched in its link-up with military affairs. This advertisement, too, is a good example of how contrast and an easy-reading appearance are gained by simplicity and concentration. There are only two displays—the headline and the signature. The text is set as a mass without any useless white space thrown around between the lines. The excess white is used where it ought to be, as a margin around the entire message, throwing it out in relief.

Canada Cement has a wealth of interest-creating material on which to draw. I know, because I am connected with the cement industry. There are suggestions of this in the Canada Cement page, but it looks as if the writer of this copy decided at the last to undramatize his appeal, for

All Ranks in Every Service Prefer and Use the Gillette!
The Gillette is the fighters' razor!
It shaves the General; it shaves the private. It is at home in the artilleryman's kit. The airman, the engineer, the transport driver, the staff officer—all use it!
A "clean shave" is not only a matter of pride with all ranks in every service. It is the daily luxury, standing out in bold relief against the discomforts of trench and camp.
There isn't a regiment in the field to-day under any of the Allied flags but numbers more users of the Gillette than of all other razors put together.
There isn't a condition that a man can face in his shaving—heat, cold, sunburn, windchap, water scarce or bad—but has been met by the Gillette thousands of times in over four years of war service.
And it costs little to give a soldier the daily comfort of a Gillette!
No Stropping. No Honing—(A soldier will not carry around a hone and strop) The Gillette Service Razor lurks away in the corner of a kit bag, or in the soldier's pocket, complete, compact, simple, strong, weighing next to nothing and ready for use at all times. It is the one Razor of International Service
The Gillette Set No. 1918 is a Pocket Edition Razor in a soft Roll of khaki cloth, with 12 double edged blades and an indestructible French Mirror
The Gillette Set No. 1918 is the same set in a handle nickel plated, or hand somely embossed
Gillette Safety Razor Co. of Canada, Limited
Office and Factory:
65-73 St. Alexander Street, Montreal

he heads the page with the prosaic statement that "The World Moves Forward!" I do not argue for sensational or curiosity-exciting headlines, but I contend that no writer of stories or general articles would content himself with a headline that had no more thought stimulation than this one. "Ships, Roads, Bridges and Factories of Cast Stone" might be all right. Perhaps I could coin a better headline if I took my own advice and thought about the question fifteen minutes before I committed myself.

Some say that writers of advertising copy should take a lesson from the writer of newspaper headlines. For terseness and clearness, yes—but not necessarily as to form. For a newspaper writer aims to reveal, in his headline, as much as possible of the news of his article. The writer of advertisements may not find it well to do this always. It will not pay him to trick or deceive the reader, but it is good strategy to reveal in the headline of the advertisement only that which is most likely to catch the attention of the reader and to develop his interest. The good dramatist does not tell the whole of the story in the first act, and the opening of an advertisement may often be well compared to the first act of a drama. I believe Lee is right in holding for dramatic setting.

The World Moves— FORWARD
Canada is keeping pace with the world's great structural progress. We are rapidly learning new uses for the world's greatest building material—concrete
Faster than the guns can destroy old buildings in Europe the hands of an army of workmen are erecting new buildings on this side of the Atlantic. And the growth of our towns and cities is made doubly rapid—as well as doubly satisfactory—by the use of concrete
Our roads are being made safe, durable and efficient—for this country's traffic and for our people's enjoyment—by Concrete
Factories and office buildings are being erected in one-half the time it used to take—and made permanent and fireproof by Concrete
Bridges and viaducts are now things of beauty, as well as of almost durability. Engineers are using concrete almost invariably, even when other materials are cheaper
The latest miracle of concrete construction is the building of Concrete Ships—a natural result of the building of Concrete Barges which have been in use for some years on the Welland Canal and in other parts of the world
Who can deny the advantages of Concrete? Who can ignore those advantages when there is anything to be built?
Concrete for Roads
Concrete for Buildings
Canada Cement Co., Limited
Head Office 25 Herald Building MONTREAL
CANADA CEMENT CONCRETE FOR PERMANENCE

Marketing
and Business Management

MONTHLY MAGAZINE OF CANADIAN BUSINESS

With which is incorporated
ECONOMIC ADVERTISING

Established 1908

Published on the 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.00 a year, elsewhere, $3.00. Payable in advance. Single Copies 20 cents.

ADVERTISING RATES, $40 a page, or 10 cents an agate line per insertion. Forms close 1st of the month of issue.

A.B.C. audit of circulation applied for

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge Street, Toronto, Canada

VOL. XII, No. 9 NOVEMBER, 1918

PAGE ADS. PREDOMINATE

The judgment of the majority of successful advertisers unquestionably favors the use of large space. In the *Ladies' Home Journal* for October, the total amount of space used by some 200 different advertisers was 88 pages.

119, or more than one-half these advertisers, used quarter page space or larger—41 using quarter pages, 20 using half pages and 58 using full pages.

Thus, more than two-thirds the total expenditure in this issue of the *Ladies' Home Journal* went into page advertisements, 31 of which were in color.

Many advertisers whose appropriations do not permit the use of such large space in every issue evidently consider it wise to run an advertisement less often in order to use the bigger space—or use fewer mediums in order to permit the use of bigger space in the best mediums. In other words, instead of using quarter page space twelve times many consider it better to run a full page three times, a half page six times or a full page once and a half page four times. Others run quarter pages four or six times rather than smaller spaces every issue.

There is a strong and growing tendency against spreading an appropriation out "too thin" through the use of many publications or too many insertions. The best judgment seems to favor fewer insertions or concentration in the strongest mediums in order to secure space big enough to command attention. Other mediums are added or additional insertions arranged for only when the appropriations can be expanded to permit it.

This practice is followed by many of the most successful Canadian advertisers, who hold the belief that small ads. are ineffective and fritter away an appropriation.

* * *

Many men could learn a good deal about marketing, if they were not so sure they knew it all now.

PRESS ASSOCIATION PROTESTS

The executive officers of the Canadian Press Association have written the *Financial Post* protesting that the criticism of the Victory Loan advertising arrangements which appeared recently in the *Post*, similar to the objections voiced by MARKETING, are without foundation in fact.

The Canadian Press Association makes an attempt to meet what it terms the three "charges," summarized as follows:

Charge 1.—That the Government has handed, or proposes to hand $250,000 to the Canadian Press Association, Inc., and that "they are to supply any service in return for it that they see fit."

Charge 2.—That the arrangement with the Canadian Press Association, Inc., is "slip-shod, unbusinesslike and morally wrong," because the Press is both the buyer and seller.

Charge 3.—That the present arrangement with the Canadian Press Association, Inc., was forced upon the Finance Minister by officers of the Canadian Press Association, Inc.

According to the Canadian Press Association's own statement, it was entrusted with the handling of the appropriation. Its officers are responsible for the expenditure of the money, for selection of the mediums, for approval of the copy—in every respect acting as the buyer of the advertising. This is made very clear by the explanation of the handling of the campaign appearing in this issue. The members of the Association of Canadian Advertising Agents are acting under instructions from the officials of the Canadian Press Association, lists of publications and schedules are drawn up and copy is approved by officials of the Canadian Press Association.

If this does not mean that the Canadian Press Association is acting as buyer of space from its own members, to almost the limit of the authority which a buyer can assert, then what does it mean?

Who else has had anything to say about the amount of space to be used in the various classes of media—except when, as is reported, the original plans of the Canadian Press Association officials failed to provide for the farm press being used for a part of the campaign in order that more space might be used in the newspapers—which intention was quickly overruled by higher authorities when they heard of it.

The Canadian Press Association's officers protest that the arrangement was not brought about through any suggestion from them, but by reason of the success of last year's Victory Loan campaign which was handled in a similar manner. Is it not a fact, though, that the arrangement for handling last year's Victory Loan campaign came about through representations made by officers of the Canadian Press Association?

Is it not a fact that a number of individual publishers protested that they were not satisfied to have Government advertising handled through their advertising agents on the customary commercial basis? And that when the Finance Minister appealed to the Press Association for advice as to what procedure should be followed to be satisfactory to publishers, the Advertising Committee of the Canadian Press Association went on record as recommending that the Government should deal direct with the publishers? Is it not true that this policy was repeatedly urged upon the Government and that the Government assumed from this that

the wholehearted co-operation of the publishers could not be secured on any other basis? Isn't this the way the present arrangement came about?

Has this recommendation ever been *withdrawn* or countermanded as would seem to be demanded by the action of the last Annual Meeting when by a large majority publishers registered their disapproval of it?

Has the Ontario Government ever been advised that the majority of publishers did not approve the arrangement it adopted following their representations?

The letter from the officers of the Canadian Press Association published in *The Financial Post* is, in itself, and is doubtless intended to be, an argument in support of this unbusinesslike arrangement.

Much argument is indulged in to show that the officials of the Canadian Press Association gave considerable time to the handling of the Victory Loan advertising without remuneration. Whereas they, and the publishers they were for this purpose elected to represent, have benefitted to the extent of several hundred thousand dollar's worth of advertising. What publisher would not devote a similar amount of time to securing and handling so important an appropriation?

The letter makes much of the fact that through this arrangement the Government secures the co-operation of individual newspapers through their news and editorial columns—implying that this co-operation would not be secured, at least not to the same extent, were the Victory Loan advertising handled under any other arrangement. The statement is made that this co-operation, amounting to publicity worth many times the amount paid for display advertising, "will be without cost to the Government or the people of this country"—although in the previous paragraph the statement is made that $45,000 out of a $250,000 appropriation, goes to cover the cost of operating a very extensive press news and feature service, and to cover expenditures for composition, plates, etc., which last year amounted to the extravagant sum of $12,000. Making a similar extravagant allowance for typesetting, plates, etc. in this year's campaign it means that the press news and feature service will cost the Government and the people of this country more than the amount of commissions to the co-operating advertising agents—therefore, is decidedly not without cost to the Government, as stated.

The statement is made that "no organization outside of the Press itself could have anything like the same approach to the Press in this connection." Doesn't this argue that the Press would not live up to its obligations under the Victory Loan campaign except through a form of subsidy such as has been objected to? Against this assumption the majority of publishers will protest because the officers of the Canadian Press Association have no warrant for assuming any such thing. It must be, however, that this is the view taken by the Government, and since it is the view advanced by the officers of the Canadian Press Association it seems quite correct to say that the arrangement objected to was "forced upon" the Government by the unwarranted representations of Canadian Press Association officials.

❦ ❦ ❦

No dealer buys an article simply upon its merits. Salability is what interests him first, price and profit next and *then* he may be interested in qualities.

FARMER'S TRADE LOOKS INVITING

One doesn't have to look very far for evidence that the farmer is the most promising of sales objectives for many products which have heretofore not cultivated his favor.

The piano trade, for example, is said to be developing a movement to concentrate on the agricultural market as a sales field.

That farmers have benefited more than any other class by prevailing high prices there seems no reason to doubt. They have not been hit by many of the determents from spending that affect the spending power of city folks—such as increased rentals, and doubled cost of foodstuffs which take such a heavy toll of the city man's salary. Nor has the average city worker's income increased in the same proportion.

The farmer has had his troubles with the labor problem, but this has tended to make him more open to consider labor-saving machinery.

So it is not surprising to hear that the farm population is looked upon as representing the line of least resistance to selling at the present time, and as the most assured field for profitable trade during the next year or two.

❦ ❦ ❦

Unlike the United States and Great Britian it is regretted that Canada does not grant her Victory Loan poster artists the credit of their work by permitting their names to identify their posters. Is it because they got the cash?

❦ ❦ ❦

ADVERTISING AND THE VICTORY LOAN

Is it "good taste" to announce one's subscription to the Victory Loan in a way which is boastful, and seems to be a boost for the firm or individual, rather than for the Loan? Some criticism is heard of several such announcements—also of those which urge the public to buy Victory Bonds with a view to exchanging them later for the advertiser's product. Certainly this is not what the interests of the country require.

The advertiser who asks the public to save its money by buying Victory Bonds, with a view to spending the amount a few months hence for a piano, talking machine, household furniture or other products advertised, is really counteracting the effect of the Victory Loan campaign, which seeks to have people put their money into Victory Bonds *instead of* spending it for things which can be dispensed with. The country is only so much ahead when the people who buy Victory Bonds *keep them.*

There are many who think the Government should put a stop to advertising of the kind referred to.

❦ ❦ ❦

Most brilliant men are working for somebody else. At the top of practically every great business you find a plodder who works by plan.

❦ ❦ ❦

Will the average Canadian get the point of "Stick it Canada," one of the phrases used in the form of a small paster poster in the Victory Loan campaign? Almost everyone we have asked what it means ventures a different guess.

❦ ❦ ❦

Commencing with this issue MARKETING will be published on the 15th of each month.

MUNITIONS OF MARKETING

A regular department for the review of catalogues, booklets, folders and such other "Munitions of Marketing" as seem worthy of your attention. Put MARKETING on your mailing list, and bring to our notice any art work, engravings and printed matter "made in Canada" which you think noteworthy.

Advance cards always interested me, so when I saw the two illustrated here I had to get samples. There is a lot of sales value in an advance card if it is only made snappy and interesting. The old time card that used to be sent out is now very much out of date (though still used by many otherwise up-to-date concerns). An advance card must have something of unusual interest on the outside to make the recipient remember. Tooke Bros., of Montreal, got out a fine one last year which proved so successful that their salesmen attributed many new accounts to it. It was a "dingbat" and it made the dealers smile. Miner Rubber Co., Limited, of Montreal, issued the two below—both of them attention getters.

The inside fold was used to advertise new lines they are putting out this season. They are very readable and ought to get good results. The Mortimer Company co-operated with them in producing the cards.

* * *

If I were selling pianos I would issue a catalog that would truly represent my goods. I would make halftones that would show life and snap. I would use the best paper and the best ink, leaving it to a high grade printer to give me the best possible lay-out. I would see that the cover design and all the decorative treatment of the book would be in keeping. In producing such a catalog I would not think of it as expense but an investment. I would look to it to convey to possible customers my estimation and description of my product.

I have before me a catalog from the Williams Piano Co., of Oshawa, which I know does not truly represent their goods. Williams make a fine product, worthy of a place in any home, but this booklet represents it to me as being very mediocre—in spite of the letters and recommendations of famous artists. There is no imprint on it so I cannot tell who printed it.

In these times when we are advised to save paper, it would be well for all advertisers to lay out their booklets and other sales getters in such a way that every bit of paper will bring back good returns. An otherwise nicely printed book of the Brantford Computing Scale Company, of Brantford, Ont., leaves four pages absolutely blank and most of the inside pages with too much white space. The book is 16 pages, size, 6½ x 10¼, and it could have been made much more attractive—with quite a saving of paper, had it been laid out for 12 pages, 5½ x 7½. The copy and illustrations are all that can be desired, and no doubt the booklet is bringing good results, but the customer paid for too much good paper that was not used.

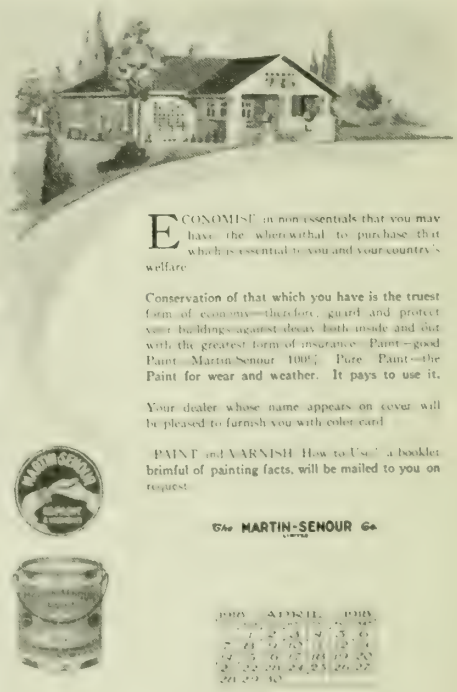
* * *

What makes a publication worth while as an advertising medium is the field it serves. Volume of circulation is not so important as the business conditions in the field served and the volume of possible business obtainable among the publication's readers. It is a significant tendency of the times, therefore, that the more progressive publishers are realizing the importance of these facts to advertisers—and that the more careful advertising buyers are analyzing such data in selecting their mediums. Among daily newspapers, the *Ottawa Citizen* recently published a most valuable and comprehensive compilation of data dealing with the market it serves.

The latest book of this character is from *Canadian Farm* and gives statistics as to Ontario's farm production in 1917, arranged in such a way as to clearly indicate the best markets for various classes of goods in different sections of the province. Such information would seem to be of the greatest value and significance to advertisers seeking farm trade. Here we have figures showing the production of each county and the circulation of *Canadian Farm* in that county. Ordinarily, I am not much for statistics, but when this booklet came in, with its title "An Intensive Study of Farm Markets of Ontario," and its interest compelling cover, I just naturally had to "look it over." When I got inside I kept on until I read all the way through and then found that I could read for a much longer time if there had been more to read. Then the last page told me about *Canadian Farm* and I felt that if they put out this kind of information in a booklet their paper must contain some good stuff—well worth the price of admission.

* * *

"A Calendar of Good Thoughts" is an attractive bit of advertising from The Martin Senour Co., and I read it all the way through. It is eight leaves about 5½ x 8, punched and tied with a silk cord at the top. Each page is devoted to the paint needs of man. They start off with the outside of the house and describe why it should be painted and then show why Martin-Senour 100% Pure Paint should be used. From the outside they wander through the house showing various schemes of decoration and advising the various paints, stains and varnishes for the different work. When I started reading it I had no intention of buying any paint, but when I reached the page dealing with Wood-Lac I found a use for a can of it—I had a chair that needed a new dress and here was what would fix it up. This calendar is printed in colors by the offset process,


ECONOMIZE on non-essentials that you may have the wherewithal to purchase that which is essential to you and your country's welfare.
Conservation of that which you have is the truest form of economy—therefore, guard and protect your buildings against decay both inside and out with the greatest form of insurance—Paint—good Paint—Martin-Senour 100% Pure Paint—the Paint for wear and weather. It pays to use it.
Your dealer whose name appears on cover will be pleased to furnish you with color card.
"PAINT and VARNISH How to Use" a booklet brimful of painting facts, will be mailed to you on request.
The MARTIN-SENOUR Co.

and was produced by the Mortimer Company.

* * *

One of the finest little pieces of advertising that I've seen in a long time came to me the other day from J. H. Connor & Son, Limited, of Ottawa. As an example of printing it isn't much, being very plainly done on cheap book paper in black ink. It is 12 pages and fits into a No. 8 envelope. The title is "The Rebellion of Mary Malone." That in itself is enough to make me want to read it, and so I sit down and find out how one woman taught her husband that the home should be run on modern methods. It was a chatty little story that didn't have a word of advertising until the last paragraph and it all came into the story so naturally that it didn't seem like advertising to me. There was a paragraph at the bottom of the last page asking the reader to go to the nearest dealer and investigate the merits of the Connor Washing Machine. Altogether, the booklet leaves a very favorable impression. It was produced by Consolidated Advertising Service, Montreal.

Dirty? Yes; but why stay dirty when it is so easy to clean up with the preparation this picture is used to advertise? That is the question this picture asks and *answers*. Don't you think it does it well?

And a mighty good picture to sell caps

"Vinolia Lypsol keeps your lips rosy and as velvety as a baby's. The tube fits the smallest purse." So said the reading matter — and 'twas needless to say more, as the picture, which was in full colors, made these show cards sell the goods.

The Watson, Foster Co., Limited, of Montreal, have a very fine booklet, illustrating their wall papers in colors, a copy of which I have recently seen. They show some of their latest designs in actual application, sketching parts of the various rooms. There's a panel half-tone in black on one page, giving the actual design and then a color treatment opposite. They could have made the booklet a little more interesting and a better selling power if they had given a paragraph of description for each room. It should, however, give prospective customers a desire to see more of the W-F product. I was quite surprised to see the title page in English and the balance of the book in French. Mortimer produced the book, and it may be that the customer was not convinced of the advisability of getting plates made for both the French and English editions.

* * *

There is an insert in the house organ of the Herald Press this month which is very interesting. For the benefit of those who have not seen it we are reproducing it in part. The title is "Action Photographs" and the copy tells its own story.

ACTION PHOTOGRAPHS

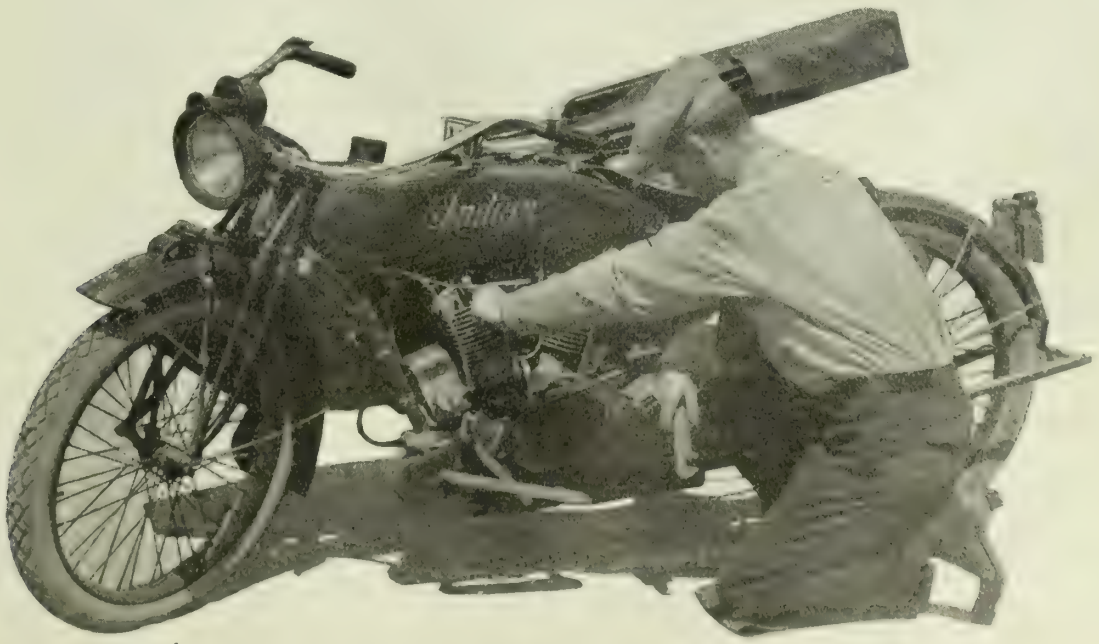
"One of our good friends said to us the other day, 'The trouble with most advertising men is that they like to talk too much—they make lots of copy where an illustration and a few words would get far better results.' That is what we have been preaching for a long time. We have always said that a good snappy action photograph with a few friendly words will do more than a whole page of descriptive copy in selling an article.

Action photographs contain human interest—there is something about them that makes a reader want to know what it is all about. When you pick up a magazine you go through it looking at the pictures. When you find something that interests you especially you turn to the story and read it. It is the picture that makes you read the story.

When preparing a catalogue, booklet, folder, show card or any other direct advertising, it is as well to bear in mind that friendliness and human interest are the keynotes of successful salesmanship.

The action photograph shows the reader an exact application of the goods—it suggests to his mind instantly how the goods in question could be used by him and because it suggests this, he reads the descriptive matter to get further information.

Even the most common articles become things of life when put into action pictures. No matter what your product is we can show it to you and to your customers in such a way that they cannot help but show interest. We have produced numerous show cards and it has always been our aim to make them so full of action that they would compel people to stop and read. In our house organs, and we publish a lot of them, we use action photographs to carry out our ideas. The illustrations reproduced are a few recent photographs shown for your benefit. We are willing to wager that you have looked them over and read the captions before reading this article.



It is very easy to get at the engine of this Indian Motor Cycle shown in the action photograph above. And while you are looking at it, what do you think of the sportsman's flannel shirt?

VOLUME OF ADVERTISING IN CANADIAN MAGAZINES FOR OCTOBER, 1918

(By principle classifications. Exclusive of publisher's own advertising)

Publication	Autos, Accessories & Supplies	Foods and Confections	Household Supplies	Household Equipment	Music and Instruments	Proprietary Remedies	Toilet Specialties	Wearing Apparel	Financial Insurance Gov't.	Not Otherwise Classified	Total Agate Lines Advtg	Number Pages Adv.
Canadian Home Journal	1,241	3,093	1,496	1,364	2,568	92	3,187	3,300	1,800	3,491	21,632	27
Everywoman's World	1,235	2,583	1,304	958	1,323	1,339	3,097	3,752	638	3,500	19,729	25
Maclean's Magazine	3,798	1,650	552	1,600	763	144	1,777	2,544	957	5,099	18,884	45
Western Home Monthly	720	3,025	58	840	1,730	1,550	1,052	2,553	1,139	5,626	18,293	25
Canadian Courier	3,134	963	784	1,264	735	56	762	2,420	2,466	3,067	15,701	21
World Wide	944	335	....	....	....	....	378	1,308	1,711	996	5,702	9

VOLUME OF ADVERTISING IN CANADIAN FARM PAPERS FOR OCTOBER 1918

(By principle classifications. Exclusive of publisher's own advertising)

Publication	No. Issues	Agate Lines to Page	Autos, Tractors Access. Supplies	Farm Impl'ts and Machinery	Farm Equipment	Household Supplies	Patent Medicines	Stock Foods and Remedies	Trapping and Ammunition	Dairy Equip't and Supplies	Insurance Financial Gov't, etc.	Not Otherwise Classified	Total Commercial Advertising	Live Stock Advertising	Total Agate Lines Advtg.
Grain Grower's Guide	5	720	8,961	7,491	8,285	18,432	203	1,904	2,696	967	11,305	15,120	75,364	9,196	84,560
Ottawa Farm Journal*	9	2,432	12,784	4,183	4,066	9,385	6,580	1,310	2,149	671	4,514	25,660	71,302	7,164	78,466
Family Herald & Weekly Star*	5	2,432	3,053	2,712	3,385	22,830	8,676	2,807	3,069	918	7,867	13,948	69,265	1,648	70,913
Farmers' Advocate (Wpg.)	5	720	5,255	4,865	6,322	17,013	274	1,399	2,614	827	6,849	10,797	56,215	5,840	62,055
Farmers' Advocate (London)	5	720	7,083	3,980	6,861	13,268	—	2,788	2,778	1,420	7,759	2,999	48,936	12,900	61,836
Free Press Prairie Farmer	5	1,180	2,335	676	2,088	10,634	7,633	324	1,395	—	5,459	17,847	48,391	1,329	49,720
Nor'West Farmer	2	720	5,119	5,090	4,343	11,154	163	603	1,166	626	3,928	8,538	40,730	7,312	48,042
Farm & Ranch Review	2	728	3,948	1,865	3,436	6,899	431	563	930	427	3,008	5,864	27,371	13,965	41,336
La Patrie (Weekly)*	5	2,416	665	4,650	446	4,287	16,657	456	962	—	3,470	3,662	35,255	—	35,255
Canadian Farm	9	792	1,913	1,074	2,107	6,472	1,712	725	2,742	300	6,200	3,161	26,406	6,345	32,751
Farm & Dairy	5	700	3,759	2,102	3,603	3,220	—	1,152	2,717	811	6,318	2,962	26,644	5,807	32,451
Canadian Countryman	4	700	3,548	2,363	3,331	6,304	204	1,634	3,116	963	4,397	1,960	27,820	3,067	30,887
Farmers' Telegram (Wpg.)*	5	2,240	569	722	422	3,870	10,920	147	1,684	—	4,372	5,872	28,578	—	28,578
Maritime Farmer	2	672	1,205	778	4,334	3,116	1,573	1,322	—	270	1,853	1,839	16,290	2,415	18,705
Farmers' Magazine	2	560	6,611	3,782	1,442	4,659	325	725	970	335	2,244	986	16,079	472	16,551
Weekly Witness (Mtl.)*	5	2,100	360	600	975	2,980	2,668	191	—	68	4,025	3,381	15,248	1,223	16,471

Note;—In comparing above figures consideration should be given the fact that in some cases figures given represent volume of advertising carried in only one or two issues, and in others five issues or more, as indicated in first column. Differences in page sizes also in some cases account for differences in volume of advertising. *Are printed in form and size of newspapers—others have a smaller page size.

Business in New Channels

"Business conditions are booming, though not in the old channels," says E. J. Naughton, of the Certain-teed Products Corporation. "There is as much or more prosperity in the country to-day as there was a year ago, but it is not of the same character.

"For instance, in the building line, there is as much construction work going on at this time as a year ago, but it is work of a different sort. Normal building is practically suspended, but there is a great deal of activity on government work, and on factories and buildings essentially of a war nature. And so in other lines of industry. Business is flowing along at a brisk rate, but in many new channels. The old bed in many instances is dry or nearly dry, and the merchant or manufacturer who does not recognize these conditions and prepare for them is going to find himself in a bad way."

A Novel Booklet

A Massachusetts manufacturer offered a novel booklet through his advertisements in technical journals. Each page was an actual blue print. Examples of work and parts were shown, the illustrations being real photographs made directly on the photograph stock. The reading matter was the only thing printed, and this appeared in typewriter type.

To practical shopmen a booklet of this character proved of value, not only because it was out of the ordinary, but, because it put before them practical information in a form readily understood and easily absorbed.

Advertising Opportunities

Things are moving fast in the world to-day, not only in a political sense but specially in the commercial or merchandizing sense, and the opportunities open to the advertising man were never before equalled.

Things are being accomplished today with a few thousand dollars in advertising which ordinarily could not have been accomplished—at least not in any other way—at an expense many times as great.

The ready accomplishment of these great feats of advertising during these unusual times should mean very much for advertising and advertising men in the times that are to follow.

Some business houses which have never considered advertising even a remote possibility are waking up to opportunities for advertising of which they are going to take full advantage. Advertising is taking on a different face, because we realize that there is much more to sell in any business than just the merchandise the factory makes. Some firms are advertising now which have no need for advertising to sell their factory output, for that output is already oversold without advertising. But advertising is cracking other hard merchandising nuts.

A lot of advertising men just now may not have as much to do as in normal times because so many men behind the cheque book do not see any need for orders and, therefore, none for advertising. But to the advertising man who is wide awake there are opportunities now bigger than the biggest dreams he has ever had in the way of order-getting advertising. This must be realized by those who have studied recent developments, especially in the use of advertising in connection with our war efforts.

Advises Customers

One of the big sugar refineries is reported to be taking elaborate pains at present to tide its customers through the sugar shortage. Many of these are manufacturers of candy, ice cream and soft drinks, who use sugar. This refinery sends out candy men to show these manufacturers how they can get along with less sugar and secure good results by the use of substitute materials.

Trade Papers Change Policy

The Maclean Publishing Company has decided to allow agency commission on advertising in all of their trade and technical papers. This is a decided change of front, and is perhaps significant of the growing appreciation of the functions.

Salesmen and New Business

WHAT to do with salesmen who confine their calls to big accounts, often to the neglect of new business, is a marketing problem which has bothered many sales managers.

The disposition of every salesman is to call where he is surest of getting an order—preferably big accounts. This often means serious neglect to develop a satisfactory amount of new business, and prevents the house getting accounts which it ought to have.

One large firm has tried working out a bonus plan whereby salesmen were given extra credit for every new account opened. By this plan their men were encouraged to do more pioneering and still serve their regular trade. Realizing that the future growth of their business depended on a constant addition of new trade blood, this company put on a New Customer Contest, which has had a good deal to do with recent increases that this sales organization has piled up.

Another firm which found no cause for complaint in the gross volume of its sales, but felt that the only sure way to build up a permanent business success was by constantly multiplying the number of its accounts, solved this problem by the employment of assistant or sub-salesmen.

The management came to the conclusion that the real reason more calls were not made on new accounts was that the successful big-buyer salesman did not like to do business with the small calibre merchant. This sort of kindergarten educational work was distasteful to him. It meant hard work and small returns. So despite anything which the company could do, these men could not be induced to cover this small trade adequately.

To meet this condition it was decided to place one or more assistants under each of these high calibre salesmen, who continued to sell only the bigger buyers while the assistants, who were responsible to them, worked the smaller prospects.

This is said to have worked out well with a number of concerns. It leaves the big calibre salesmen free to concentrate on the important buyers, yet provides a sure means of working each territory thoroughly. The co-operation of trade paper advertising and dealer helps has been found important in making this plan a success.

* * *

Advertise to Induce Prompt Payment of Bills

An advertising campaign was recently conducted by the Syracuse Business Men's Association urging the public to pay bills promptly on the 10th of each month. Full page advertisements were run in local newspapers for a period of two months, pointing out that a merchant cannot carry an account beyond thirty days and that it is unfair to ask him to do so. Merchants report that a large number of their charge customers have responded to the appeal of the advertisements, in some cases payment having been received on accounts given up as dead. An increase in cash purchases in place of "charge it" was also noted.

These Increases Are Significant

They show that advertisers appreciate our editorial and advertising policy.

During 1918 Canadian Home Journal has published a larger column of advertising every month than in the corresponding issue of 1917, as follows:

Month	1917	1918
January . .	10297	12465
February .	12400	15600
March	17600	18300
April	19600	23500
May	20600	22400
June	19292	20600
July	13300.	17000
August . . .	13600	14252
September	18000	21325
October . .	22000	22715
November	18628	20287
Totals	185317	208444

These steady gains mean more than would spasmodic spurts of special issues, none of which we publish.

Canadian Home Journal

is larger in number of pages, larger in volume of circulation, larger in advertising patronage than ever before. Rates on request to any agency or to

71-81 Richmond Street West, Toronto

The Acid Test

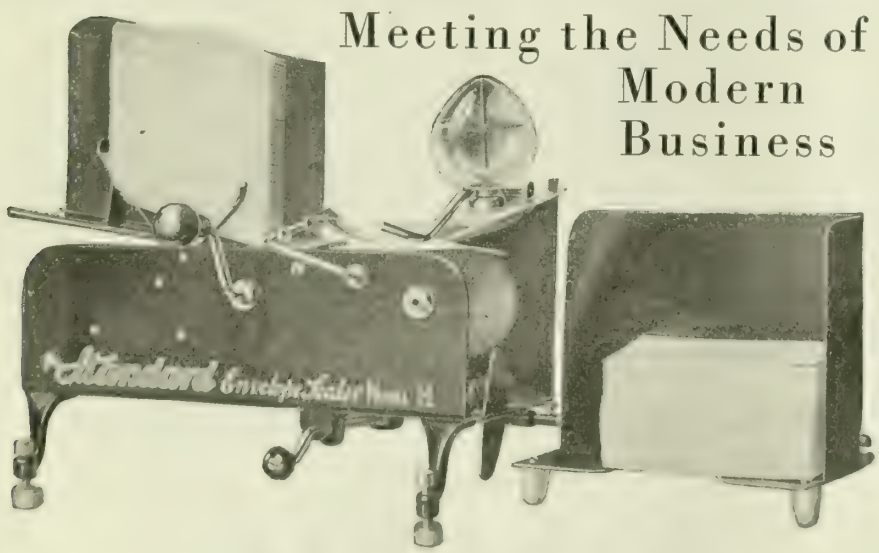
ONE of the largest advertisers using farm papers in Canada decided to check up the quality of circulation of various publications, each one of which was asked to furnish complete lists of subscribers for various localities where the advertiser had local agents. The agents went carefully over the lists and reported on the buying power and general progressiveness of the farmers reading each publication. There could be no more severe test applied by an advertiser to the media he employs. One result was that Canadian Countryman has since received a much larger share of this advertiser's appropriation..

SIXTY per cent. of Canada's population is on the farm. In Canada there are very few cities of over 25,000 population. It is a country of small towns and villages, acting as distributing points for rich farming districts. The great bulk of goods sold in Canada go through the jobber and the small retailer — the retailer whose main business, in most cases, is with the farmer. The line of least resistance for the manufacturer who desires national distribution in Canada is a farm paper campaign. With great effect and economy he may cover Canada from coast to coast by using a dozen farm papers. The demand created in this highly responsive field reaches the retailer in quick order —the small retailer, remember, who is serving not only the farmer but all the rest of Canada's population outside of the few large cities.

We will be glad to send copy of latest report on our circulation recently issued by the Audit Bureau of Circulation.

THE CANADIAN COUNTRYMAN

Member A.B.C. Goodyear Building, Toronto.



Meeting the Needs of Modern Business

The modern office is as well equipped with labor and time-saving devices as the most efficient factory, including

The Standard Envelope Sealer

the most efficient sealer made.

It is simple in construction, automatic, noiseless, and built to last a lifetime

Try it 10 days free

Distributors for Eastern Canada

THE A.S. HUSTWITT CO.

Model C (hand operated) $67.50 Capacity, 100-150 a minute
Model H (as shown above) $95.00 Capacity, 200 a minute
Model M (motor driven) $155.00 Capacity, 250 a minute

12 Adelaide West, Toronto

Sell their Samples

THE tendency on the part of manufacturers to eliminate the indiscriminate distribution of samples, both to conserve materials and to relieve the burden on the distributive machinery, is a rather radical step; especially in lines where qualities can be determined only by actual test or examination.

While the complete elimination of samples does not seem practicable, there seems a general disposition to curb former liberality with them. In some cases even the number of samples carried by salesmen is being cut down, photographs being substituted. Others who have been in the habit of freely sampling the trade and consumers have either discontinued this practice entirely for the time being, or have adopted the plan of selling sample assortments.

The Coast Products Company, of St. Louis, for example has recently been advertising a case of twenty-four cans, of Califo Canned Foods, each a different variety, at the fixed price of $4.90, delivered. This is not sufficient to make the sale of samples profitable, nor is it so intended, since the object is to put the samples into the hands of interested prospects. The offer is advertised chiefly to hospitals and institutions.

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Why They Advertise

THE manufacturer of Mayo Winter Underwear for men and boys, in a recent page advertisement in the *Saturday Evening Post*, states that, without advertising, they could sell all the Mayo Underwear they can make this year. But they are continuing to advertise because:

(1) We consider it a duty to take our old friends—wearers, retailers, and jobbers—into our confidence.

(2) We want to make new friends against the day of peace-time return to normal conditions.

By taking wearers, etc., into their confidence they mean to explain the situation regarding possible shortage of supplies and higher prices, which is done in the same advertisement, headed "The Peculiar Position of Mayo Underwear." The text points out the possibility of large army orders and difficulties in securing adequate labor supply which, the copy goes on to say, "forces us to say quite frankly, 'We fear that this winter will see a shortage of Mayo Underwear. Just how great a shortage we cannot say. But we will do our level best to supply you. We are sure every American business man will understand. Just as they will understand why Mayo Underwear *must* be higher priced. The cost of some raw materials has doubled. But the price of Mayo Underwear has increased only in just and fair proportion to the increased cost of materials. And that's the way the price always will be determined.

"So, altogether, we can make only one promise for Mayo Underwear in 1918. This: If you can get Mayo Underwear you will be getting real money's worth in real warmth and real comfort. But if you can't get Mayo now, won't you remember the Mayo name? Won't you remember that it shall always stand for honest value in men's winter underwear?"

From the Mailbag

Instead of writing a hot letter to a prospect who raises a silly objection to your product, why not start your letter off with: "The objection you raise in yours of the fifth is perfectly reasonable and I would have the same complaint to make if I were in your position *and did not know that*———," and then go on and shoot the man's objections to pieces. You will find that this method of first agreeing with the customer and then praising him with faint damns will accomplish much more than will your calling him a confounded idiot. Verily it hath been said—more flies shall be caught by sugar than by vinegar.

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Know your goods before you write about them is all right as far as it goes, but it does not go far enough. Write with the knowledge of the maker but from the viewpoint of the user, more closely fills the bill.

❦ ❦ ❦

Someone once said: "Business letter writing is selling and consequently worthy of the same amount of attention as is given to selling in person. Letters can be cordial without being effusive; firm without being antagonistic; brief without giving offense; and long when the occasion demands it without being boresome." It all depends on the man behind the letter.

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I find that my most successful letters come when, instead of trying to compose a series of literary masterpieces, I merely write several sincere, earnest letters, offering to exchange the product I am selling for a certain amount of the prospect's money—and convincing him, at the same time, that he is going to get the best of the bargain.

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To Insure Mail Reaching Salesmen

Here are four ways to insure prompt delivery of mail to salesmen on the road. Can you suggest others?

1. Use a large red or conspicuously colored envelope which will serve as a "signal" in hotel mail.
2. Print a note on the envelope that person addressed is a representative of the house, and that it is important the envelope be delivered without delay.
3. Number envelopes consecutively, so that salesmen can instantly check an omission or non-delivered letter.
4. When salesman does not return to home office each week use a double return address—printing branch office address from which salesman travels (or his home address) in upper left-hand corner and home office address in lower left-hand corner.

❦ ❦ ❦

Gets There Often When the Salesman Cannot

Asked how he secured business, a Montreal man who sells a nation-wide service said:

"Salesmen—two kinds—male and m-a-i-l. We have men on the road all the time interviewing our prospects and securing orders. A prospect is never 'dead' with us. We work on him for years, because we know he should have what we are offering him. We know it because our service has made good for every subscriber. We don't go near a man unless we are positive we can help him secure more business.

"In between the calls of the salesmen we send circulars or form letters and we have found that it pays.

"A few weeks ago we signed up a concern we had been working on for five years. A form letter was sent out and it just happened to the manager's desk when he needed what we had to sell and he called the office asking for the man to be sent over right away. He bought the service and it is making good and he tells me now that he doesn't know why he hadn't subscribed to it years ago.

"There are two other big firms here (he named them) and we always had a hard time to get in to see the 'powers that be' and were never able to make a sale. Some time ago we issued a booklet, and telephone calls came from these two firms asking that we

Give a Well Written Letter Every Possible Chance

When you have given care and thought to turning out a well written letter, then ensure for it the first essential to results — favorable attention — by using a high grade paper that instinctively commands respect and instils confidence—

SUPERFINE LINEN RECORD

"Canada's Best Bond Paper"

It has the bright white color, the crackle and the body that stamp it immediately as a superior paper. Its excellent surface produces the finest lithographic results. Send for Folder A which will show a sample of Superfine Linen Record with specimens of lithographed letter heads.

Grand Prix, Paris, 1900.

Look for The "R. Shield" Watermark

It guarantees "Rolland Quality"

THE ROLLAND PAPER CO. LIMITED
High Grade Paper Makers
MONTREAL

Send your

LETTERS to be MULTIGRAPHED

Mimeographing, Copying, Mailing

to

Harry Edwards & Son

152 Bay St., Toronto

Quality! Phone Adel. 3313 Service!

POSTERS are the heavy artillery—the barrage—which pave the way for your goods to go "over the top."

The "strategy" which makes their use most effective is the fruit of much experience. This is where I can be of service to you. Let me show you how.

A.R. KENT

Outdoor Advertising
Everywhere in Canada

Kent Building,
TORONTO

NOT because of the frequent reiteration of the statement, but because of the constant proving of the fact,

THE JOURNAL DAILIES

are recognized to be

THE DOMINANT MEDIUMS AT THE CAPITAL

The Journal's book on Ottawa is a remarkable collection of information about the Capital City, its people, and its market. It contains also the "Creed" of the Ottawa retail merchants on newspaper advertised goods. Write for a copy if you are an advertiser.

The Journal Dailies

Member A.B.C. OTTAWA, CANADA

Toronto Branch Office, J. B. Rathbone, 95 King St. East.
New York, Chas. H. Eddy Co., Fifth Avenue Building.
Chicago; Chas. H. Eddy Co., Peoples' Gas Bldg.
Boston; Chas. H. Eddy Co., Old South Bldg.

call and talk matters over. They are on our list to-day.

"Every campaign we send out brings back from three to five orders, and when you realize that each order means from $100 to $200 you can see that out circulars pay. We find that they help our men on the road and they get in at times when the man is ready to think about things. There are so many conditions coming up all the time that one never knows just when a circular is going to pull results—but usually we get them sooner or later."

For six years this firm has been using the mails to help them get business. They have never let up, and it has paid them big returns. Their plans for this year are bigger than ever and they are getting better returns.

Direct-by-Mail Advertising, coupled with their general publicity and all their sales campaign, is helping their business grow. It fills in the gaps between the calls of their men and brings them many direct orders.

* * *

There are several thousand changes in business in this country every business day. A mailing list compiled to-day will show a change within a year of from 15% to 50%, depending upon its nature. With this condition true, it should not require much further evidence why you should keep your mailing lists revised.

* * *

GETTING SALESMEN TO ANSWER

One method of getting definite responses from salesmen is to write your letter to them (only one subject dealt with in each letter) on the left hand side of a sheet, allowing the right hand side for the response—thus having all the data together.

* * *

WILLIAM E. COX
Formerly advertising manager of Canadian Courier who has joined the Norris-Patterson Adv. Agency, Toronto.

* * *

G. E. McCulloch has been appointed general sales manager of Alaska Bedding Limited, Montreal, Winnipeg and Vancouver. He was formerly manager of the Montreal office of Consolidated Advertising Service, where he is succeeded by A. H. McLauchlan, formerly manager of mail order advertising for T. Eaton Co. Ltd., Toronto.

Ways to Save Paper

The necessity for saving paper has recently been strongly emphasized, so much so that definite restrictions are being enforced with respect to large users. Sizes, weights and colors, of bonds, coated, cover, and other paper stocks have been limited.

All users are asked to conserve paper in every possible way, and many practical suggestions to this end have been made, of which the following are typical:

Use backs of letters received for carbon copies of answers.

Restrict printing run to minimum requirements.

Reduce sizes of all printed matter to smallest proportions practicable.

Use lighter weight papers.

Change size if necessary, to cut without waste.

Eliminate waste through careful revision of mailing lists.

Plan direct mail folders, booklets, etc. to go out without envelopes.

Where envelopes are necessary, use lighter weights and smaller sizes.

Use self-covers for catalogs, booklets, house-organs.

Remember that every sheet of paper has two sides.

Make all letters, etc., go on one sheet as far as possible, by using long lines and single spacing.

Save every scrap of wrapping paper to use over again.

Save large manila envelopes to send out again.

Use only waste paper for memoranda.

If we are getting six proofs of everything, get along with three—at least use fewer proofs.

Save all unused proofs to be used for other proofs on other side. This bulks up a lot in a year.

Make circulars self-enclosing, wherever practicable.

Get along with less sumptuous margins on booklets and circulars.

Get the habit of being content with 6- or 8-point type, instead of 10- and 12-point. This will reduce the number of pages and often make it possible to get into sixteen pages what ordinarily would be given thirty-two.

Dispense with covers, as far as possible. For example, a sixteen page self-cover booklet can often be made as attractive as with the addition of a four-page cover.

Make up for reduction in size by greater care in preparing and arranging copy and in the use of color.

Throw away the waste basket!

❦ ❦ ❦

McDiarmid Leaves Toronto News

Chester W. McDiarmid has left the *Toronto News* of which he has been business manager for the past two years, and is moving to Montreal. He was at one time President of the Toronto Advertising Club and for a number of years was advertising manager of Ryrie Bros., Ltd.

❦ ❦ ❦

Mansfield F. House, formerly president of the Advertising Service Co., Montreal and well-known in Canadian advertising circles, is now editor of the *Philadelphia Retail Public Ledger*, a house organ to promote dealer co-operation on behalf of advertisers in that daily.

WHEN PEACE COMES

The first thing the countries of Europe will do will be to produce food.

Wheat sown in the Spring will produce a crop that will be bread in the fall.

A sow bred in the fall will produce bacon on your table in twelve months.

Spring Lamb and Mutton will take longer.

But it will take three years to produce roast beef after the depleted herds of Europe are replenished with breeding stock.

With increased world production the price of all grains will drop. In fact, all prices will tend to a more normal level, but they will not all drop in the same ratio. It is quite evident that the decline in the price of all meat products will be very much more gradual than the decline in the price of grain.

THE FARMERS OF ONTARIO

will be in the happy position of having a very satisfactory ratio between the price of feed and live stock. The farmers who specialize in live stock and who keep abreast of the times by reading the highly specialized information on Markets in "Canadian Farm" are the farmers whose trade is most worth cultivating to-day. They are keeping their best breeding animals and selling their surplus.

Hogs at 18½c. per lb.
Sheep at 12c. per lb.
Cattle at 10c. per lb.
Butter at 52c. per lb.

Bringing profits to buy all the necessities of good living and War Bonds.

30,000 FARM HOMES

can be reached through the columns of

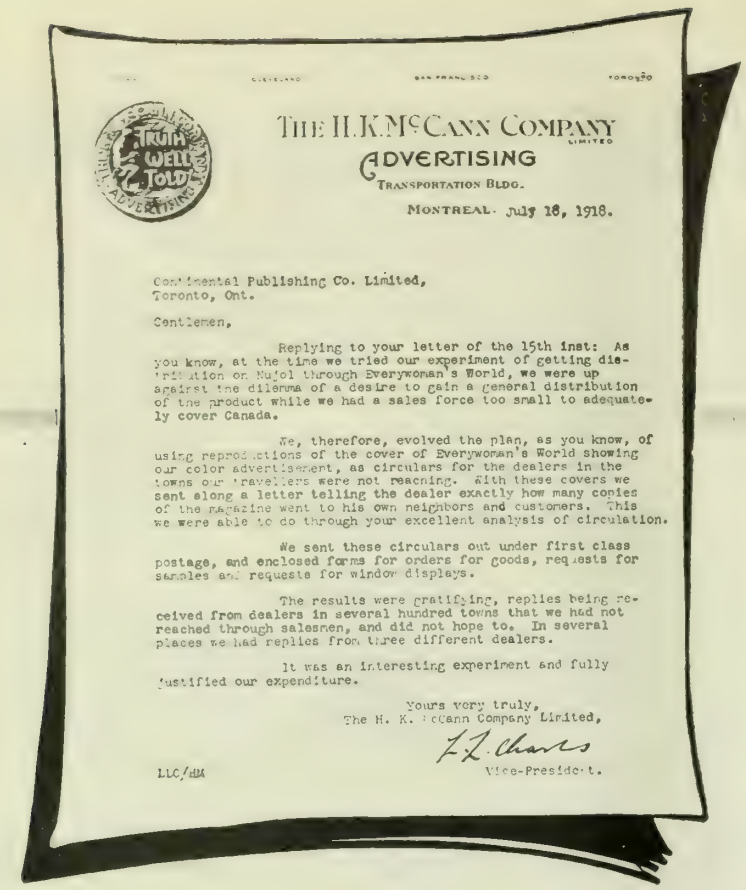
Canadian Farm

at the present low advertising rate of 15c. per line. A new rate card is under preparation in keeping with the already increased circulation.

"An Intensive Study of the Farm Markets of Ontario" compiled by CANADIAN FARM will be mailed to any advertiser on request. Write to

Advertising Manager,

181 SIMCOE STREET - - TORONTO



THE H. K. McCANN COMPANY LIMITED
ADVERTISING
TRANSPORTATION BLDG.
MONTREAL, July 18, 1918.

Continental Publishing Co. Limited,
Toronto, Ont.

Gentlemen,

Replying to your letter of the 15th inst: As you know, at the time we tried our experiment of getting distribution on Nujol through Everywoman's World, we were up against the dilemma of a desire to gain a general distribution of the product while we had a sales force too small to adequately cover Canada.

We, therefore, evolved the plan, as you know, of using reproductions of the cover of Everywoman's World showing our color advertisement, as circulars for the dealers in the towns our travellers were not reaching. With these covers we sent along a letter telling the dealer exactly how many copies of the magazine went to his own neighbors and customers. This we were able to do through your excellent analysis of circulation.

We sent these circulars out under first class postage, and enclosed forms for orders for goods, requests for samples and requests for window displays.

The results were gratifying, replies being received from dealers in several hundred towns that we had not reached through salesmen, and did not hope to. In several places we had replies from three different dealers.

It was an interesting experiment and fully justified our expenditure.

Yours very truly,
The H. K. McCann Company Limited,
F. L. Charles
Vice-President.

LLC/HM

Nujol gets distribution!

—read the letter above

—read it again

It is added proof that retail merchants will readily stock lines advertised in EVERYWOMAN'S WORLD. They know that their best customers and prospective customers read EVERYWOMAN'S WORLD and are guided by its editorial and advertising columns in their purchases.

Most manufacturers have problems of sales and distribution still unsolved. If your problem is to get your goods on the dealers' shelves and off them into Canadian homes, it will pay you to consult our Trade Promotion Department.

The November issue carries 23,750 lines of paid advertising, including seven pages in color.

EVERYWOMAN'S WORLD

Canada's Greatest Magazine

More than one hundred thousand monthly—member A. B. C.

The Continental Publishing Co. Ltd., Toronto, Ont.

A Reason for Copy Sameness

When you run an advertisement in a newspaper of 50,000 circulation it does not follow that every one of the 50,000 or more people who will see that particular issue of the paper will see your advertisement. An even smaller proportion, perhaps not more than 5%, will read it. The proportion may be larger in the case of a magazine because it is read with more leisure—but even then probably ten people will overlook your advertisement entirely for every one or two who will see or read it.

This fact was recognized by Mr. R. J. Reynolds, proprietor of Prince Albert Tobacco, who recently died. He would never concede that from the standpoint of copy a market for Prince Albert already existed which needed only to be held and nursed. If the last piece of copy had made a new Prince Albert smoker, all well and good; the next piece of copy should be directed at making another customer.

He did not believe in a sequence of advertisements. The same story should be told over and over again, perhaps with different wording or with different illustration, but nevertheless based on the same argument and presented in the same type of language. He was not in sympathy with the type of advertisement which is prepared in series, on the assumption that every reader of the newspaper or magazine requires a new lot of facts with each insertion. Each piece of Prince Albert copy presented the whole story. It was written without regard to whether previous copy had been read or not. It concentrated on selling the smoker as if he had never seen a Prince Albert advertisement before.

Reviving Real Estate Sales

The Real Estate Board of Indianapolis has been carrying out an "Own Your Own Home" campaign, which has evidently quickened real estate buying.

The movement was a co-operative one, based on the belief that it was the most effective means of combating the lagging war market for real estate. An analysis of the situation showed that 65% of the population were boarders and renters. Considerable advertising was done in the name of the "Own Your Own Home" Committee. It was organized something along the lines of the Y.M.C.A. and Red Cross campaigns, familiar in Canada. Speakers were employed and factory meetings organized and held daily for a period of ten days. Newspaper space, window cards and printed matter were used. Street addresses were delivered from a float which was built as a miniature bungalow. Prizes were offered to school children for the best essay on "Why You Should Own Your Home." A special folder set forth in simple language four plans for home owning, entitled:

1. "The Easy Payment Plan."
2. "The Contract Plan."
3. "The Deed and Mortgage Plan."
4. "The Lease and Option Plan."

The net result of the campaign showed 245 ready to buy prospects in hand for an expenditure of $1,000.

The Moose Jaw dailies have increased their rates to city subscribers from $5.00 to $6.00 a year.

(*Continued from page 10*)

banners, or granting window, store and wagon space, for cards, announcements and posters. Even automobiles are pressed into service to carry flags, banners and slogans. As for the Toronto members of the Bond Dealers' Association, they have been most generous in donating space to the campaign. One of their most useful announcements probably was one headed "Answering Your Questions about the Victory Loan, 1918," which occupied a whole page in the city papers, just before the selling campaign opened. The fact is everyone seems to be boosting for the Loan. Altogether there are nearly twelve different organized bodies whose efforts are more or less correlated in promoting the sale of Victory Bonds. These are the Canadian Association of Advertising Agencies, the Canadian Press Association, the Copywriting Committee, the Committee of Bond Dealers, the Dominion Publicity Committee, the Press Committee of editorial writers, the Churches, the Women's organizations, the Factory Workers' Committees, the Donated Space Committee, and in each district a local Victory Loan Committee, which has charge of local outdoor advertising and decorations. With such deep and widespread enthusiasm and such able and well directed help, is it possible to foresee failure?

The Finance Minister is confident that the new Victory Loan for $500,000,000 will be fully subscribed. It is no secret that those on the inside share his view. Certainly no loan in the past has had the same painstaking care bestowed on its preparation, the same thoroughness of organization, and the same scrupulous vigilance to see that no detail that in any way might contribute to the success of the campaign is overlooked. Canada has made up its mind with invincible determination that the new Victory Loan is going over the top—and it will. Let no one make any mistake about that. It may seem foolish to prophesy at the moment, but to anyone who knows the temper of the Canadian people, nothing sounds more like the truth. Canada will get her $500,000,000, and perhaps a little more.

In this connection it is interesting to recall that for the last Victory Loan there were 820,035 subscribers out of Canada's total population of 7,891,000 people. That is, of every 9.62 people in Canada one subscribed to the Victory Loan, and the subscriptions per head was $53.13 of the total 820,035 subscribers, 363,000 belonged to Ontario's population of 2,582,000 people, which means that one person of every 7.11 in this province subscribed, the total Ontario subscription being $204,185,400 of the $419,289,000 for the whole Dominion, or $79.08 per head of Ontario's population. Thus last year Ontario found almost half the money for the loan. If it does as well this year, its subscription will amount to about $250,000,000. Let us hope it will reach that high mark.

* * *

The November issue of *Everywoman's World* carries the largest volume of advertising for this month in its history—23,647 lines, including seven pages in colors. The total advertising revenue is $22,400, which the publishers believe establishes a record for Canadian periodicals.

One of the many attractive window displays in a window dressing competition conducted by The Citizen's service department.

EGG-O BAKING POWDER CO. Limited

HAMILTON, CANADA, Sept. 26th, 1918.

The Citizen Publishing Company, Ltd.,
Ottawa, Ont.

Gentlemen:—

We wish to express to you our appreciation of the efforts you are putting forth to co-operate with our advertisers in keeping their products before the notice of the dealers in Ottawa.

This is very well evidenced by the window dressing competitions which you are putting on from time to time and I am sure were manufacturers fully aware of your willingness to co-operate with them, you would have many satisfied advertisers.

We wish to personally thank you for the co-operation you have given us, which we assure you we appreciate.

Yours very truly,

EGG-O BAKING POWDER CO. Limited

EGW/NR E. G. Willard

The CITIZEN'S Service Department gives real service.

The Citizen

A Clean Home Newspaper

OTTAWA - CANADA

Daily average circulation for 6 months ending September 30th, 1918, was 30,716

PEACE, MARKETS AND ADVERTISING

What are Canadian manufacturers doing to develop markets? Is it safe to count on protection of home and "gifts" of foreign markets? Write us what you think about the comment of this correspondent

"AFTER the war we shall have unprecedented prosperity. Napoleonic wars proved that."

"When the war is over the world will go through a period of business depression. That is amply demonstrated by the Napoleonic wars."

"Peace will bring with it a demand for labor at high wages, to replace depleted stocks."

"The reconstruction period is fraught with peril. There will be labor unrest, strikes and lockouts."

"Capital will flow back to its natural channels."

"There will be no capital available for expansion."

"Germany, born again, will be received into the community of nations."

"Germany will be outlawed for a century."

"There will be inter-allied reciprocity in trade."

"There will be no inter-allied reciprocity, but a confederation within the British Empire with reciprocal free trade and a tariff against the rest of the world."

"There will be an Anglo-Saxon trade alliance, between the United States and the British Empire."

"Reciprocity between the United States and Canada will," as Poulteney Bigelow remarks, "be too simple to discuss."

THE process of reaching a conclusion is very simple. Just take the woof of prejudice and the web of desire and weave a fabric to please the individual taste. It will do as well as another for the balmy days of academic discussion.

There is unanimity of opinion on one point, however. Advertising men business men, professional men, statesmen, politicians, members of parliament and Senators, to name them in a descending scale, all agree that something should be done to adapt ourselves to the changed conditions that will be met during the reconstruction period. Manufacturers are not mentioned specifically, as most of them seem to be satisfied to stand pat and to trust in God and the Government. The few exceptions we included in the "business men" classification.

The great panaceas for all national ills are the development of exports and the limitation of imports. The statesmen of all countries seem to accept these points as axiomatic. Have we heard something similar in Canada, or is it merely an echo thrown back by our Northern hills and was the original disturbance of the atmospheric waves further South?

Exports are to rehabilitate Northern France and Belgium. Exports are to place Great Britain in a position to meet the interest on the National debt. Exports will solve the problems of the United States and to exports will Canada look for its salvation.

All the nations are going to export and none to import. It's a splendid idea. Only a mere detail remains. If all nations export and none import, where are they going to sell their goods? Will we all make China the goat? Some unusually perspicacious individuals have said that there will be no difficulty in finding markets, because each Country will do the things it can do best. An iconoclastic free trader has replied that in that case, there can be no need for tariffs.

Many of the smaller nations have borrowed rather heavily from England and the United States in order to meet their war expenses. The borrowings have not been confined to belligerent nations. It is expensive to maintain neutrality under some circumstances, and it was to the interests of the allies that neutrality should be maintained. These nations, belligerent and neutral will endeavor to pay both principal and interest in goods; in fact that is the only way they can pay. Is it likely, therefore, that the two great financial nations will impose severe restrictions on their debtors, even if Imperial or Anglo Saxon alliances have to be posponed? England may abandon free trade and may have every desire to give preference to the other nations of the Empire, but will she do so if it would interfere with her trade with Italy, France, Belgium, Holland, Denmark, Norway and Sweden? "Where the treasure is, etc."

The world situation has a real interest for us in Canada, and we, of course, have faith that our Minister of Trade and Commerce is studying the conditions and will lead us gently by the hand into the land of promise and prosperity. His leading is extremely gentle so far; in fact it is almost unnoticeable.

There is a very definite sentiment in the Canadian West for freer trade or even reciprocal free trade between Canada and the United States. The President of the Canadian Manufacturers' Association intimates that the Westerners have even more sinister designs. If he means annexation, why doesn't he say so and let us face the music?

With some help from the East and with increased representation in Parliament it is quite possible that the West will be able to make some progress towards its objective. The western grain grower says that such a consummation would open to the Canadian manufacturer a market of one hundred million people, and that if he is not competent to profit by the opportunity he should not expect to be supported in his incompetence by the agricultural interests of Canada.

The Canadian Manufacturer, then, has no assurance of an easy market abroad nor of a high fence to protect his home market. Is he doing anything to meet the situation or to cultivate good will for his firm and products?

It is true that some Canadian branches of American or English industries are doing something to maintain the popularity of their products, but what are the Canadian owned industries doing?

Take recent copies of prominent papers, ones that carry a representative line of national advertising. Pick out those that are of Canadian origin. Spasmodic and local advertisers are not included:

Monarch Knitting Co.
Bachelor Cigars.
Vinolia Co.
Prest-O-Lite Co.,
Canada Salt Co.,
Macey Furniture,
W. G. & R. Shirts,
Overland Cars.
Goodyear Tires,
Mercury Underwear,
White Trucks,
International Time Recorders,
Purity Oats,
Eno's Fruit Salt,
Wrigley's Gum,
E. B. Eddy's Silverware,
Ford Cars,
Chase & Sanborn's Coffee.
Goddess Corsets,
Aeolian-Vocallion,
Columbia Phonographs,
Edison Phonographs,
Victrolas,
Magic Baking Powder.
Liquid Veneer,
Red Rose Tea,
Sani-Flush,
1900 Washer,
Watson's Underwear,
Penman's Hosiery,
Cowan's Cocoa,
Baker's Cocoa,
Fry's Cocoa,
Old Dutch,
2-in-one,
Taylor's Soaps,
Kodaks,
Dominion Sugar,
Quaker Oats,
Salada Tea,
Hudson Cars,
Waltham Watches,
Ingersoll Watches,
Fulton Cars.
Abbey's Salt,
Comfort Soap,
Wellington Pipes.

It may be a fine thing for Canada to have foreign capital come and invest in plants, and employ Canadian labor even if all the profits do go out of the Country. Yet it would seem even more desirable were our own Canadians possessed of the energy to do something more than lean on a paternal government for support.

The exceptions, as shown by the list, are conspicuous and a few good men may save Sodom. The majority of Canadian Manufacturers, however, seem not to be anxious to develop markets and are indifferent to good will. They have long trusted to their power at Ottawa. They cannot realize that the war has changed Canada's position among the nations of the world, and that forces are at work

both at home and in the allied councils that will shatter their defenses.

They claim now that they have a market but no raw material. The time may come sooner than they expect when they will have material, but no market.

The slogan "Made in Canada" has been used indiscriminately on all kinds of products, fair and fradulent; good, bad and indifferent. It has not much influence now because it was misused. It will have less in the days of the new internationalism that is promised as a result of the alliance against autocracy. Making every allowance for difference of opinion as to what will happen after the war, it seems safe to say that one thing will **not** happen, and that is that conditions will be the same as they were before.

The Canadian Manufacturer has lost many opportunities. He has dragged along in the rear of the procession in products, method and publicity. He redeemed himself by his rapid adaptation to the requirements of war; but that sudden burst of energy seems to have exhausted him. He must have resumed his slumbers or he would be looking to the future. He would be advertising to develop good will and familiarity with his goods, both of which he will need.

Montgomery to Chicago

J. B. Montgomery, late of *Canada Weekly* has joined the firm of Archer A. King, Inc., publisher's representatives, Chicago.

Fred. S. Richards who has been in the copy department of McConnell & Fergusson's Winnipeg office has been appointed manager of the mail-order department of W. H. Stone Co., Ltd., Winnipeg.

Rural Canada Changes Hands

Rural Canada, the farm home monthly published since 1917 by the Continental Publishing Co., Limited, Toronto will, commencing with the November issue be published by the Canada Farmer's Publishing Syndicate, of Toronto, to whom it has been sold.

Charles C. Nixon, B.S.A., has severed his connection as Vice-President of the Continental Publishing Company to assume the general managership of the new Farmer's Syndicate, which aims to organize agriculture for the betterment of Canadian rural conditions.

Victims of the "Flu" Epidemic

Canadian sales and advertising circles mourn the loss of a number of men who, though young in years as were so many of those stricken in the recent epidemic, occupied prominent positions. Among those who will be missed are George A. Smith, Salesmanager of the Ontario Wind Engine & Pump Co., Arthur M. Brooke, general manager of the White Swan Spices and Cereals, Ltd., John R. Simpson, sales and advertising manager of Chase & Sanborn; Col. J. D. Clarke, managing director of the Galt *Reporter* and Geo. Talbot, of Clothier and Haberdasher.

C. J. Wilson, formerly a copy-writer with Hugh C. Maclean Publishing Co., is again reported wounded.

OPEN LETTER

— TO —

The London Free Press

London, October 23, 1918.

To The Free Press:

I cannot permit the Expansion Campaign of the London Board of Trade to come to a close without expressing my appreciation of the large part which the London Free Press has had in this important and successful undertaking.

. . . . . .

I am sure that the men and women of London will confirm the optimism of their splendid newspapers. . . . . by sending the membership far above its present total of 800.

. . . . . .

Cordially yours,

J. C. R. FOSTER,

Campaign Manager for the American City Bureau.

$600,000

Of Factory Buildings To Be Erected in London Shortly

The Penman's Limited, of Paris, will spend $100,000 and will employ 300 hands at their new plant. The Holeproof Hosiery Company will erect a $250,000 plant and employ 200 hands in their new building. The Peerless Hosiery Company are going to build a $20,000 addition to their factory. Beatty Bros. will erect a machine shop and other buildings to cost over $200,000

(*Excerpt from The London Free Press*).

The London Free Press

(WESTERN ONTARIO'S FOREMOST NEWSPAPER)

Ask any recognized advertising agency about the Free Press and the rich, responsive market it serves.

THE TWIN CITY

READS IN THE EVENING

Its seven thousand industrial employees, busy creating wealth during the daylight hours, read the papers when they have inclination and leisure to thoughtfully absorb their contents. That's when the head of the house and his wife plan the family buying.

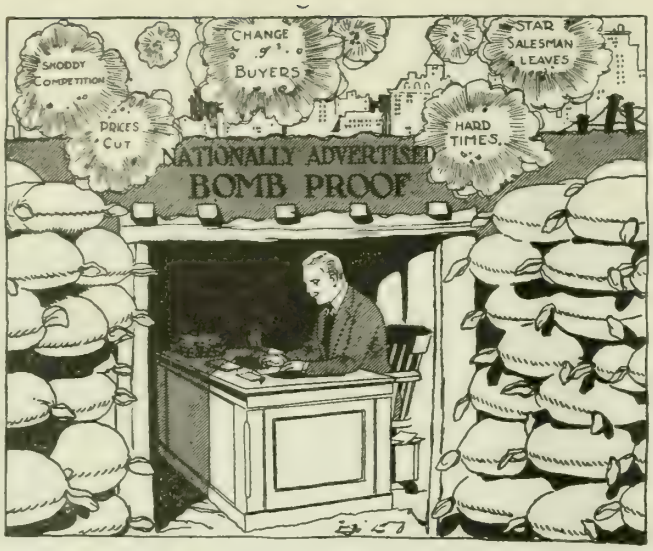
Twin City merchants concentrate their advertising in the paper that goes into the most homes and dominates its field.

THE NEWS RECORD

(Member A.B.C.)

is delivered each afternoon in 65% of the 6,200 homes in

KITCHENER AND WATERLOO



In Times of War Prepare for Peace

A lot of people are prophesying about conditions after the war. We have our opinion as to what business is going to be like, and you probably have your opinion.

Omitting prophecies and opinions, one thing is certain—business is going to be either good or bad.

In either case, the manufacturer who succeeds after the war is going to be the one who puts his house in order now. Things are liable to move quickly when the war is over.

If business is good, the manufacturers who cash in on it will be those who are in a position of leadership.

If business is bad, those who survive will be the fittest.

Dominating manufacturers in any line are those who advertise a branded product to the consumer.

Almost without exception, the manufacturer who weathers hard times best, the one whose demand keeps up when his competitors are falling behind, is the manufacturer whose article has a reputation with the consumer.

In short, "getting one's house in order" now for whatever may happen after the war means branding your article and getting entrenched with the users of your article by advertising to them.

In times of War prepare for Peace. Preparedness for Peace is just as important in business as preparedness for War in nations. Now is the time to lay your plans.

Canadian Butterick Quarterlies

Reaching the women shoppers in Canada's big stores

Forms for Spring 1919 issue close November 20th.

For rates and other Particulars address
Manager Advertising *53 Yonge St., Toronto.*

managers, by certain salesmen and by outsiders. Notify these persons ahead—give them time for preparation. Arrange your topics and talks in logical order,—and strive for variety. Alternate set talks with your general discussions. Salesmen will get restless if kept still too long listening to some one else talk. Give them an occasional opportunity to take part.

Plan to make each session more interesting than the one before. Lead up to a climax. Avoid papers that are read, if you can—but don't let any speaker get up and talk at random without preparation. See that he has his points noted—set a time limit to his talk and keep him strictly to it.

A Few Don'ts

1. Don't tolerate late comers. Every session should start promptly, with a snap and continue with dispatch. One firm solved this problem by having the salesmen appoint a sergeant-at-arms to see to it that punctuality and regularity were observed by everyone.

2. Don't permit side conversations between men during sessions.

3. Don't hesitate to choke off long-winded speakers.

4. Don't permit extended note-taking. A stenographer should be on hand to take care of any of this that may be necessary.

5. Don't overdo the entertainment.

6. Don't permit post mortems over questions once settled.

7. Don't let a few sore-heads precipate discussions not on the program, nor get out of hand on topics being discussed.

8. Don't let a few men monopolize the affair. Encourage the shy individual to get on his feet and open up.

Stunts that Create Interest

Of entertainment stunts you have probably heard of many. But some recent salesmen's conventions have introduced stunts of another sort which have been valuable in keeping the gathering from getting tame. Elaborate plans are made for some of these.

For instance, a feature of many large conventions is a talk about the firm's advertising campaign. In one large firm, the advertising manager felt that this recital had become rather tame, and if he wished to get the several hundred salesmen warmed up he would have to develop new tactics. So he planned a moving picture which depicted the experience of a salesman who, in the first part of the picture, was shown trying to sell the concern's goods without any reference to the advertising which was being done. Of course, the film showed him meeting with discouragement. The movie then brought him to the head office where he was told what was the matter—and then started him out again, all primed up with enthusiasm about the value of the company's advertising. The effect of this enthusiasm when he called on the same dealers again was strikingly shown in the pictures.

Having prepared this moving picture, nothing was said about it until the Advertising Department was called upon to address the gathering of salesmen, when the advertising manager rose and said, "You have been talked to through your ears for several days—I am going to give you a rest by talking to you through your eyes." And thereupon the screen was lowered, the camera

turned on, and his address delivered in pictures. It made a big hit.

Other firms have tried in other ways to dramatize the more tedious subjects. For instance, instead of trying to deal with Claims and Credits in a dry speech, one firm set up a Claim and Credit Department on the platform of the convention hall, brought in some returned goods, had them discussed with department heads, dictated letters to salesmen—all in a natural manner which would show exactly how this department tried to handle everything fairly and squarely. It was a huge success.

On another occasion, one of the luncheons was interrupted by the factory foreman coming in and starting a row with one of the general office men over the absence of concrete instructions on an order. This brought out and drove home another point which had always been a hard one to get the salesmen to understand.

Other stunts of this nature will readily occur to you.

Another stunt which has been tried in some large organizations is to form a secret society, initiating the officers of the company and the salesmen who achieve certain results into membership. The next year these members do some of the initiating themselves and add to the membership salesmen in the organization who have distinguished themselves during the year. Some of these initiations have been quite elaborate affairs. In one case, the first stage of the initiation included a canoe trip of about three miles up a river, which brought the salesmen to a camp-fire where the rest of the initiation proceedings were carried out.

Why Some Conventions Fail

Almost invariably the failure of any convention of salesmen can be laid to lack of adequate and intelligent planning. This point cannot be emphasized too strongly. Some have been led to expect too much of a sales convention, and disappointment leads them to feel that nothing worth while was accomplished. This is contrary to the experience of some of the largest and most successful sales organizations. The Sherwin-Williams Company have held sales conventions annually for more than thirty-six years. It is their view that the sales convention puts the business on a better basis because:

(1) It helps give the men a better idea of the company's principles in all departments than is possible in any other way.

(2) It welds the outside and inside forces of the business together as nothing else can do.

(3) It creates enthusiasm of the kind which makes men go out and fight, not only for their company, but for their fellow-men—a spirit closely akin to the college spirit.

(4) It gives the men knowledge—knowledge is power.

(5) It gives them confidence in the men, methods and materials of the house they represent.

It is admitted that there are certain things a sales manager can discuss to better advantage over the desk with his men than can be discussed from the platform of a convention. The convention is not for the purpose of taking up salary questions, specific territorial conditions or price adjustments. It is

ABOVE-BOARD CIRCULATION

Publications listed below merit special consideration because their circulation records are subject to regular and rigorous examination by the Audit Bureau of Circulations. Present day advertisers want to know more than vague figures indicating volume of circulation. They want complete details, including facts indicating value. Bills for all other purchases are carefully checked to verify delivery; why not advertising bills similarly? The figures quoted below represent average circulation as may be verified by each publisher's latest report. A complete analysis, including all essential facts, is given in detail in complete A.B.C. Report which should be secured from publisher.

DAILY NEWSPAPERS

Calgary, Alta., HERALD (E) 24,339
The largest daily between Winnipeg and Pacific Coast. The Herald is the recognized advertising medium of the western prairie provinces. A big paper that expresses the progressive spirit of the Great Canadian West.

Edmonton, Alta., JOURNAL (E) 17,845
The one outstanding daily in Central and Northern Alberta.

Lethbridge, Alta., HERALD (E) 6,228
One daily in big prosperous farming district, one of the best markets in west.

Brantford, Ont., EXPOSITOR (E) 8,542
In a city of 5,900 homes has a guaranteed local circulation of over 5,500.

Kingston, Ont., BRITISH WHIG (E) 5,874
Only A.B.C. paper in Kingston or district. A 2c. evening paper selling solely on its merits.

London, Ont., FREE PRESS (M. & E.) 40,594
Produces best results for most local, national, classified advertisers, provable.

Ottawa, Ont., CITIZEN (M. & E.) 30,716
Protects legitimate advertisers by refusing liquor and all medical advertising, etc.

Stratford, Ont., HERALD (E) 3,303
Only A.B.C. paper. Largest circulation, both total and local, and steadily gaining.

Sherbrooke, Que., RECORD (E) 10,447
Exclusively home Daily of 65,000 English people in Southern Quebec.

Moose Jaw, Sask., TIMES (E) 7,097
Largest circulation in its trading territory. Oldest, largest and best medium.

MAGAZINES

CANADIAN COURIER (Bi-W) Toronto 50,000
Now goes into one in ten English speaking urban homes in Canada.

CANADIAN HOME JOURNAL (M) Toronto 27,111
During 14 years has been building up a select clientele of loyal interested readers.

EVERYWOMAN'S WORLD (M) Toronto 119,149
The dominant selling medium in all cities towns and villages throughout Canada.

AGRICULTURAL MEDIUMS

CANADIAN COUNTRYMAN (W) Toronto 37,767
Editorial weight. Large circulation. Record of results.

CANADIAN FARM (S.W.) Toronto 23,026
A farm paper for the producing farmers and the most complete market service in Canada.

TRADE NEWSPAPERS

HARDWARE AND METAL (W) Toronto 3,529
Canada's National Hardware Weekly, published every Saturday since 1888, and receives highest subscription price of any Hardware Trade Paper in the World, because it gives real service. Subscribed to by practically every worth-while hardware buyer, wholesale and retail, in the Dominion.

CANADIAN GROCER (W) Toronto 6,025
Canada's authority on grocery markets and conditions for 31 years. Particulars on request.

Through Our FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
231 W. Richmond St.

London
144 Queens Ave.

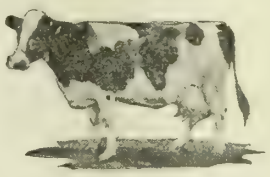
Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than any other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

Follow the Lead of the Live Stock Men—



THE safest method of determining the actual standing of a farm paper in the homes it reaches, is to learn just what use the farmers themselves make of that paper for what they have to sell.

Just run over the Ontario farm papers on this basis. You'll get an eye-opener as to where the **Dairy Farmers'** themselves do most of their advertising. And remember too, a farmer knows just what paper "makes his sales" and he selects them accordingly. Now note these figures, bearing in mind that the figures refer to **dairy live stock** only—not beef cattle, etc.,—a field to which Farm and Dairy does not cater. Here are the figures:—

Up to Sept. 1st this year, the **dairy live stock advertising** in Ontario farm papers was as follows:

FARM AND DAIRY
59,479 lines

Farm Paper No. 2	Paper (3)	Paper (4)
40,509 lines	11,921 lines	5,663 lines

No other comment is necessary, except that Farm and Dairy completely dominates the dairy field—being more used by the dairy farmers than all the other papers combined You know how much it is worth to get your advertising in a paper that is used to such an extent by farmers themselves. The man who is carried away by circulation figures—and actually misses the man he wants to reach, doesn't deserve much sympathy.

If you are making this error, you know how to remedy it. Use the papers the farmers are using for their advertising. In doing so—there's no waste—no hit-or-miss circulation. You buy right to the home you want to reach. That's the real proof of the worth of a paper in its particular field.

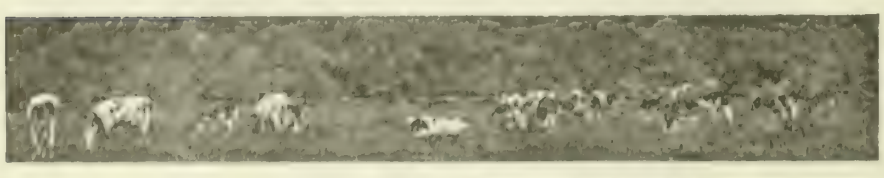
The grip of Farm and Dairy upon the aggressive, business dairymen is shown by our ever increasing volume of dairy live stock advertising. The lead of the live stock men is the safest lead for commercial advertisers.

Farm & Dairy

Canada's National Dairy Magazine

A B C. member Reports on request.

Peterboro - - Ontario



for bigger things than those, and the district matters can be settled outside of court.

The prime requisite for a successful convention is leadership. Where possible there should be two leaders—one, preferably the chief executive, who is chairman of the meetings and can instil enthusiasm into his men; second, a leader having charge of all the details and worry. The combination is valuable. Without either the convention cannot be successful. Lacking a leader at the head of a program there will be no confidence, enthusiasm or interest. Lacking a leader to supervise all details, the convention will be extravagant, poorly managed and without co-ordination.

♦ ♦ ♦

Western Crop Exceeds Expectations

The Western crop outlook has altered materially for the better during the past month or six weeks, according to H. F. Weld, advertising manager of the *Farmer's Advocate*, Winnipeg, at present calling on Eastern manufacturers in the interests of his paper.

The estimates of the Provincial Governments and also the C.P.R. value this year's crop at the highest figure

H. F. WELD, Adv. Mgr., Farmer's Advocate, Winnipeg

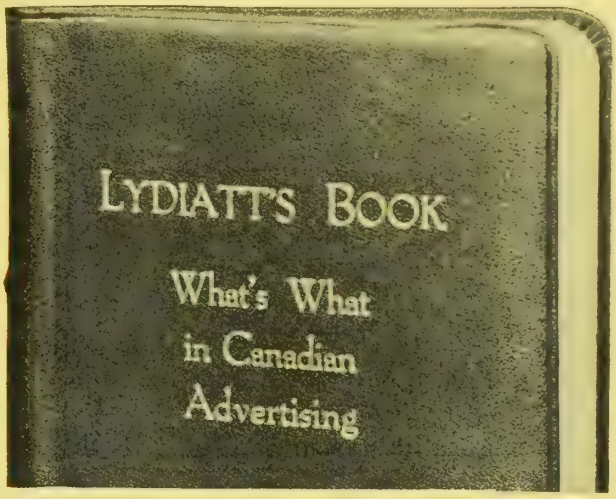
in Western Canada's history. Whereas the previous record crop for the three provinces, that of 1915, had a value of $411,000,000, this year's crop, according to Government grain report, is valued at $527,000,000.

Farmers in the Western provinces are going in for mixed farming on an extensive scale, Mr. Weld reports, live stock figures showing substantial increases.

♦ ♦ ♦

Matthews Blackwell, Ltd. will carry out an extensive advertising campaign next year, through A. McKim, Ltd., Toronto office.

Answers Your Advertising Questions



Canadian Advertising and Marketing Data

Accurately compiled and conveniently condensed and arranged in the independent and wonderfully complete

LYDIATT'S BOOK

"What's What in Canadian Advertising"

1918—5th Annual Edition **$2.00 a Copy**

More accurate and complete information as to rates and circulations of all publications than is found in the files of many agencies. Hundreds of the largest advertisers and agents in Canada, the United States and England rely on it very largely for the information they need in selecting mediums, making contracts, preparing copy, investigating the market. Even the best informed find it a dependable, time-saving, ready-reference. "We find it absolutely necessary in our work," say the advertising agents of Ivory Soap, in ordering this year's edition.

AUTHORITATIVE RATE BOOK OF CANADIAN ADVERTISING MEDIA

Many changes in rates, in closing dates, publication sizes, frequency of issue, and in the relative standing and costs of competing mediums, many important new market statistics—literally hundreds of details and changes necessary to bring your information up-to-date—all accurately recorded and conveniently arranged in this wonderfully comprehensive little book.

A handy, pocket-size, leather-bound book, containing all the facts and figures busy advertising men constantly need. Everywhere recognized as the authority on Canada's advertising mediums. Not an agency directory or catalogue, but an absolutely independently compiled data and rate book for advertising buyers. Order your copy now.

Sent postpaid, on receipt of the price, $2.00

W. A. LYDIATT, Publisher

53 Yonge Street, - - TORONTO

ADVERTISERS' COMPLETE GUIDE TO THE CANADIAN MARKET

Characteristics each province and principal cities, describing their industries, resources, etc.; census manufacturers and agriculture, statistics population, (distribution race, religion, ages, occupations, earnings, urban and rural, dwellings and families, etc.); bank clearings, customs revenue, building activity, number autos, retail stores, industrial payroll, etc., by cities; imports and exports;—thousands of conveniently condensed, up-to-date figures indicating trade conditions and market possibilities.

ACCURATE DATA CANADA'S ADVERTISING MEDIUMS

Correct 1918 advertising rates, most reliable and complete circulation figures (indicating local, out-of-town, net paid and gross average separately, compared with year previous); column sizes, etc., all daily newspapers; which use mats and unmounted plates; similar data all magazines, agricultural, religious, trade and other class publications; cost poster and street car advertising by cities, number posters required, etc.; valuable suggestions for handling window displays, sampling, demonstrations—all facts essential to intelligent handling of advertising appropriations.

VALUABLE REFERENCE FACTS

COPY-WRITING, ENGRAVING, TYPE, DISPLAY, PROOF-READING, ETC.

Preparing copy to suit medium; selling power various kinds copy; description, specimens, cost various kinds engravings and how to order them; hints type selection with handy specimens most popular display types; table words per inch various type sizes; paper and envelope sizes; printing costs; proof-reading marks; color laws; uses and costs electrotypes, stereos, matrices, etc.; postal rates; customs charges; trade mark and copyright regulations; express rates, etc.—all things needful to know yet hard to remember, conveniently combined in the one book.

WHY should *you* transfer your papers and records at the end of the year?

In the first place, to relieve your congested files of the year's accumulation of papers. For they *do* become congested, and your filing clerk (or whoever handles the work) doesn't like the patience-trying job of hunting up papers in an over-filled and unwieldy file. Ask her if she's ever experienced it, and what it's like.

And another good reason why you should transfer at a stated time—at the end of the year preferably, is to preserve order in the files—to keep your papers and records of a certain period in a certain place so you can put your hands on the paper you want *just when you want it.*

And here's the book—How to Transfer Papers and Records—which tells in simple, direct language just how you can do this in the easiest and best way.

It's a text-book. With the aid of graphic illustrations and understandable charts it explains the different ways of transferring various kinds of papers and records in every kind of business.

Every Office Manager, every man and woman in charge of a filing department should have a copy. Executives and other department heads should also see that filing clerks, and stenographers in charge of filing, are provided with a copy.

A post-card request will bring it to you at once. Or merely write your name and address on the margin of this ad., tear it out and a copy will go to you in the next mail. This, of course, doesn't put you under any obligation in the least.

THE OFFICE SPECIALTY MFG. CO., LIMITED
Home Office NEWMARKET Canada

Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg Regina Edmonton Calgary Vancouver

OFFICE SPECIALTY
FILING SYSTEMS

959

Marketing
and Business Management

Edited by
W.A. Lydiatt

The Ripened Experience of the BIG Agency

When the small advertising agency advances the claim to give greater—because more individual—attention to its clients, does it suggest that the little agency would not like to be a big agency?

Of course not; very gladly would they change their argument to—the knowledge that comes with ripened experience: a departmentalized staff; together with,—not INDIVIDUAL attention—but the combined services of a whole organization.

Yes; every agency of lesser importance would gladly assume our leadership, founded on a basis of campaigns that were successful because they were properly planned and skilfully carried out.

Instead of buying experience for a small agency, why not take advantage of the wide experience the larger Agency has already gained.

Write nearest office

A. McKIM, LIMITED

Advertising Agency

MONTREAL TORONTO WINNIPEG LONDON, ENG

PUBLISHED AT TORONTO, CANADA

20 Cents a Copy

DECEMBER 1918

$2.00 a year

This Advertisement was read by 6,641,676 people

THE above advertisement appeared in a list of mediums throughout Canada, representing a total circulation of 1,660,419 people; or, estimating four persons to a home (a conservative figure), it may be safely assumed that this striking Brunswick announcement was read by 6,641,676 people. Some crowd! That's right, it is some crowd. It would take more than 1,200 buildings the size of Massey Music Hall, Toronto, to accommodate it.

The Musical Merchandise Sales Company, however, wanted thorough distribution throughout the Dominion, and they selected us to promote that distribution for them, thereby showing that sound business judgment which has characterized all their relations with the trade and which has done so much to put the Brunswick Phonograph in a position of isolated leadership.

Inquiries are invited from interested firms relative to problems affecting sales or distribution.

NORRIS-PATTERSON LIMITED

Advertising Agency

10 East Adelaide Street
Toronto

HALIFAX

was asked to subscribe $5,000,000 for the last Victory Loan. It subscribed nearly $9,000,000. (In Ward 6, the section which was completely wiped out on December 6th, last, the people contributed $600,000, as compared with $250,000 in the loan previous to the explosion).

SOME CITY—*YES! In Halifax nearly everybody reads*

The Halifax Herald

AND

The Evening Mail

There are approximately 11,000 *homes in Halifax.* THE MAIL —our evening edition—has more than 11,000 circulation in the territory defined by the Audit Bureau of Circulations as "city."

Advertisers can reach EVERY WORTH-WHILE HOME in Halifax through the advertising columns of THE MAIL.

MORE THAN 11,000 *CITY*
NEARLY 20,000 *CITY AND PROVINCE*

"The Halifax Herald" *and* "The Evening Mail" are read by upwards of 250,000 Nova Scotia *buyers* every day

Who Will Dominate Canada's Peace-Time Market

Peace brings competition. Restrictions on supplies are being removed and the real problem will be one of **selling**. Business expansion will be the rule.

Where will your product stand with the people of Canada? Will you have a large share of the peace-time trade? Competition will be keen. Start **now** to strengthen your good-will, your distribution, your sales. These dominating magazines will do that very thing for you. They are two of the greatest merchandising outlets in Canada.

MacLean's Magazine

Over 65,000 of Canada's most influential English-speaking families read MACLEAN'S regularly. These families are the leaders in their respective communities—men and women who are the most active workers for local and national development.

Gain their good-will and you will build for your product a solid trade foundation. Take into consideration the fact that 65,000 buyers of MACLEAN'S means that there are at least 300,000 readers of MACLEAN'S—a substantial market in themselves. Consider, too, the ever-growing market created among the men and women who follow the lead of MACLEAN'S readers.

MACLEAN'S is sold on merit—no premiums. **Straight solicitation and advertising sell a quality product**—just what we advocate for you. Remember the new page size.

Farmers' Magazine

Over 30,000 of Canada's prosperous rural families are regular readers of FARMERS' MAGAZINE—people who are largely responsible for Canada's rural development.

What subscribers to FARMERS' MAGAZINE do to-day their neighbors do to-morrow—upon their purchases depend the purchases of many of their neighbors. Readers of FARMERS' are able and willing buyers—they are the **first** among rural Canadians to buy pianos, automobiles, phonographs, tractors, trucks and household labor-saving devices: they keep abreast of the times—they want and buy the best. Proof of this is found in the hundreds of letters regularly received from subscribers.

FARMERS' is not an ordinary farm paper—it is a well printed, well illustrated magazine of high editorial standard—it will enable you to appeal to people who direct and control worth-while phases of Canada's rural affairs. Remember the new page size.

100,000 Circulation—500,000 Readers

The use of MACLEAN'S and FARMERS' in combination gives you a dominating circulation of 100,000 or 500,000 readers figured on the basis of 5 readers to a magazine think what that means in Canada with its 5,000,000 English-speaking population! Send for complete details regarding circulation and rates, and for sample copies of these magazines.

The MacLean Publishing Company, Ltd.

143-153 University Ave., Toronto, Canada.

Also at Montreal, Winnipeg, New York, Chicago, Boston, and London, England

MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO DOLLARS A YEAR

Devoted to the Problems of Selling and Advertising in Canada

W. A. LYDIATT, Editor and Proprietor

Vol. XII, No. 10 TORONTO, CANADA DECEMBER, 1918

THE RIGHT LETTERS TO WRITE SALESMEN

Some pointed "don'ts" and practical "do's" for those who write salesmen. Criticism, sarcasm, nagging, "talking-down" should be studiously avoided. Salesmen need "the touch of a friendly hand." From a recent address before the Direct Advertising Association Convention,

By J. C. Apsley.

LET us consider this problem from four angles :

1. What the Correspondent should NOT do—if he would make the work of the salesman more effective.

2. What he *should* do.

3. What the Salesman should NOT do—if he would make the work of the correspondent more effective.

4. What he *should* do.

The most important thing a correspondent should NOT do, if he would make more effective the work of a salesman, is to write him unnecessary letters—especially letters about detail matters, the answers to which can usually be found in the office. I know of an assistant advertising manager of an office appliance concern who has a habit of writing salesmen to ask the status of this and that customer. By simply referring to the salesman's reports he could get the information in ten minutes right in the office. But the job of browsing through several hundred reports does not appeal to him. He much prefers to write the salesman a three line note—it takes but a second to do it. Possibly it is much easier to write the salesman, but try to see the salesman's side. Picture him cooped up in a stuffy tank-town hotel, fuming over a badly mixed up expense account, a daily report, advance notices, and all the other rig-a-marole that makes up a travelling man's work-a-day life. Ask yourself; "Is it fair to burden the poor sinner with my troubles?"

Don't Talk Down to Your Salesmen

Another don't for correspondents is not to write salesmen letters that talk "down" to them. I don't suppose you think yourself any better than the salesmen representing your house on the road. No doubt you would hotly repudiate the accusation if it were made, but you cannot dodge the fact that most of the letters written by office people to salesmen, consciously or unconsciously, take a holier-than-thou attitude. Don't give the letter a tone or atmosphere that strikes a discordant note at the outset. If you want to get your salesmen to co-operate then make your letters a man to man, brother to brother, proposition. Get the viewpoint that you are brother salesmen, which you are, and give the salesman credit for all that he knows, and overlook what he does not know. This may sound like a trifling matter, but I have known cases where a short and sweet letter from the home office correspondent has put a $100 a week salesman "off his feed" for several days. And you know what that means. It means half-done work—half-closed sales—it means the loss of more business perhaps than the correspondent who wrote the letter could close by mail in several weeks.

That this is not a trifling matter is demonstrated by the policy of many of the biggest concerns in the country. It is one big company's policy, I am told, that all letters going out of the office to salesmen *must be signed by the sales manager*. If you were a correspondent for this concern you would write the salesmen just as you do now, but before the letters are mailed they must be laid on the sales manager's desk for his O.K. and signature. The object of this rule is two-fold. It saves the salesman from being bothered with letters of minor importance which may divert his mind from selling channels, and it prevents the possibility of the good intentioned person "talking down" to a salesman or saying something which might impair his efficiency.

SOME DON'TS

Never talk down to your salesmen.

Don't bother him with matters of minor importance.

Never write an abbreviated letter.

Never criticize, be sarcastic, or insinuate—let that wait till you get him in the office.

Don't write unnecessary letters.

Don't over look this need of encouragement.

Don't allow clerks to write salesmen except all letters are seen and signed by the Sales Manager.

Never Criticize

I have always made it a rule in writing letters to salesmen never to write an abbreviated letter; never to write a letter of criticism; never to be sarcastic; never to insinuate. If I feel tempted to write a letter to one of our men, calling his attention to some fault, I wait until I get him in the office, so that I can study his expression as I talk to him. That is the weakness of a letter, you can't stop when you have gone far enough, it is so easy to go too far.

Now all this may sound trivial to some sales managers who pay little attention to what the salesmen think, but to my mind a salesman is a part of a finely adjusted machine—a part that is very prone to get out of order, and I can see no logic in spending thousands of dollars to build up a smooth running machine, and then deliberately throw a monkey-wrench into it every few days. There should be an objective to every action in war, and my theory is that our job is to get to that objective with as little lost action and side-fighting as possible.

Good Team Work

Before you can talk about team work, and that applies to working with salesmen or with anybody in business, you have to lay the right foundation. I know of no better way to lay such a foundation than to make your letters more than mere formalities. Remember that salesmen are out of touch with the office. Add a paragraph to your letters telling them about what is going on. Let them know that you are a human being, and not a dictating machine. Make them feel they have a friend back home whom they can depend upon. Do that and you will find the path of co-ordination strewn with forget-me-nots and violets. I don't think there is a person in the world, unless possibly a prison inmate, who responds more readily to the friendly touch in a letter than the man who is "doing time" on the road.

Before leaving the negative side of this question for the positive, there is just one more don't—don't take yourself too seriously when you write sales-

men, yet don't be frivolous. Try to strike a happy medium. Remember that salesmen respond to unaffected earnestness more than any other quality in a letter. A good illustration of this suggestion is to be found in the letters of William Wrigley, Jr. to his salesmen. If you have ever met Mr. Wrigley you can well understand why he is so highly thought of by his salesmen. And it is interesting to note that the Wrigley personality is projected into the Wrigley letters.

The Way Wrigley Did It

A case in point is the way Wrigley lined up his sales force behind Doublemint gum, when it was first introduced in 1914. You and I, or nearly anyone else, would have made this the occasion for a long, fact-laden brief telling the salesmen why it was to their interest to push the new product. We would have awed them with reasons. But Wrigley is one of those who believe that salesmen respond more readily to sentiment than they do to reason, so he wrote them in this tenor :

Dear Bill :

"On Monday we are going to put out a new gum—we are going to call it Doublemint.

I tried it on the dog—the dog likes it. The trade wants it. It is a 100 per cent. proposition. Let's all get behind it and push. Are you with me?"

Now, don't understand me as advocating that type of letters to salesmen, because, unfortunately for us, we are not all William Wrigleys. But it seems to me that if a man in Mr. Wrigley's position finds it profitable to write his salesmen in a human sort of way, and to get right into the boat with them, others might profit by adapting something of his methods.

Some Things To Do

Coming to the second point: What a correspondent should do to make more effective the work of the salesman. A very important thing, and one which is not as generally done as it might be, is to see that the salesman receives a copy of all correspondence which passes between the house and his customer. Of course, there is a point beyond which it is unwise to go in some businesses, and there are exceptional cases where it is not wise to do this, but as a general rule a salesman should receive copies of this correspondence, and the correspondent should so word his reply to customers' letters that the carbon will give the salesman a clue to what it is all about.

Let us suppose a customer writes in to complain that the last shipment of sweaters was not up to standard. The dyes were not fast. The colors did not follow sample. The complaint comes to you for attention. There are two ways to answer the letter. Here is how one correspondent might do it:

Dear Mr. Kicker:

Your letter of June 3rd complaining about the quality of the sweaters shipped on your last order has been received. Naturally we are very sorry to learn that you were displeased with these goods, but we are sure that you will appreciate that in view of the present conditions, etc., etc.

Now that letter may possibly satisfy the customer, or at least smooth out his ruffled feelings for the moment, but it does not give the salesman the vital information which he should have. Remember that the first time the customer sees the salesman he will air his grievance, and the salesman should not only know that the customer has a grievance, but all the necessary details as well. Of course, the best way to get the full details before a salesman would be to send him the original complaint, or a copy of it, but the risk and bother can be avoided by keeping the salesman in mind when you answer the complaint, framing the reply some such way as this:

Dear Mr. Kicker:

We can well understand how you feel about the dyes in the last shipment of sweaters, and only wish that it were possible for us to get fast colors.

Unfortunately, however, this is a war condition which cannot be helped, and which we must bear together as best we can. The same is true of the difference in shades between samples and the goods shipped you.

It takes but a second longer to cover all the points in a reply, and it saves making copies of the original letter to send to the salesmen, conserving his time, paper, postage, to say nothing of the work involved in copying the letter to begin with.

Make Sure Your Salesmen Get Your Letters

Another very important and tangible way a correspondent can help a salesmen is to make sure that he gets the letters sent to him. There are certain things which can be done which will materially add to the chances of your letters being promptly received by the salesmen. Here are four suggestions, no doubt there are many others.

1. Use red omnibus envelopes for sending your mail to the salesmen—envelopes which will stick out beyond the unassorted mail on the hotel desk so that the salesman can spot it at a glance. These signal envelopes often prevent the misfiling of letters by hotel clerks, for even if the clerk does put them in the wrong box, the salesman will be quick to see it.

2. It is a good idea to print on the envelope something to the effect that the salesman is a representative of your concern. This impresses the mail clerk that he is handling an important communication, and identifies the salesman with the hotel management.

3. Number each omnibus envelope consecutively as it is sent out so that the salesman can tell at once whether he has missed any other letters. For example, when he gets envelope No. 27 he knows that he missed No. 26 because the last envelope he received was No. 25. This information gives him an opportunity to wire his last stopping place and have the missing letter sent forward.

4. Use a double return address on envelopes where the salesman does not return to the Home or Branch Office, but goes home week ends. The return address, in the upper left hand corner should carry the salesman's home address, so that if he misses the letter it will be forwarded to his home instead of travelling all the way back to the Home Office. The company return address should be inserted in smaller type in the lower left hand corner, to be used only if letter is unclaimed at address shown in upper left hand corner.

Making It Easy To Answer

Another thing: Make it easy for the salesman to reply to your letters. You should remember that salesmen do not have a flock of stenographers sitting around waiting for them to speak, as you have. Most of their letters have to be hand tooled. Therefore, frame your letters so that a "Yes" or "No" notation on the margin is sufficient. If the letter is a general one and it is your desire to have each salesman acknowledge receipt, use a perforated acknowledgment coupon at the bottom of the letterhead, so that all the salesman has to do is to tear it off and mail it back.

A very good letter form is used by the Pillsbury Flour Mills. The left half of the letterhead is given over to the letter, and the right half is for the answer. This puts the letter and reply on one sheet of paper, saving filing space and conserving time.

How The Salesman Can Help

Coming now to how the salesman can help the correspondent: One thing he certainly should NOT do is to think a correspondent is "interfering with his work." Anyone who knows salesmen at all realizes that most of them resent anybody but themselves having relations with their customers. Their argument is that they have made a study of each customer; they know each man's whims and peculiarities and are therefore in a better position than the office to conduct business relations. I know of instances where this attitude is so pronounced, that it actually impairs the work of the correspondents, and often develops a condition which hurts the work of both.

Salesmen should realize that they cannot carry the whole load. It is not possible for any one salesman to conduct single handed all the business relations with all of his customers. A salesman is in business to make money, just the same as the firm, and what he makes depends upon the time he can devote to actually closing orders. Whatever time he spends in doing other work—in adjusting differences, in educating customers, and doing other detail work which can just as well be done by mail—is time taken away from closing business. It therefore follows that the sales correspondent, rather than being a hindrance to a salesman, is a valuable money-making ally. But it is up to the salesman to do his part to make the correspondent the sort of an ally he would like him to be. I am very sure that if each salesman would make it a point to acquaint correspondents with the peculiarities of some of his most peculiar customers, it would be a good thing for the house and a good thing for the salesman. Any salesman these days, who persists in thinking he can "sew up" his trade and carry it about with him from job to job, is in line for a rude awakening. It may be done in a few lines where the personal service element is a big factor, but these are exceptions.

To come to the last point. What a salesman can do to make the work of the correspondent more effective. For one thing he can give the house all the facts regarding the status of a situation

Continued on page 31

BETTER LETTERS—THE ENTERING WEDGE

How to get prospective customers STARTED reading your sales-letters. Good and bad methods of letter-approach. By reason of prolonged illness Mr. Eytinge was not able to complete the Second of his series of articles for MARKETING in time for this issue—which will therefor appear in January. The following article by him is from Office Appliances.

By LOUIS VICTOR EYTINGE

GET under your prospect's hide by getting out from your own shell.

Down South there's a little fellow who loves the warm sands where we humans walk about in our bare feet. You may strut along as unconcerned as can be and then a couple of days later you begin to feel a painful swelling between the toes. It will take a sharp knife's cutting to prove that the sand-jigger has got in his work. He gets under the hide by finding the tenderest spot—the point of least resistance.

Emulate the sand-flea. Find the point of contact by which you can most easily win your prospect and build your letter so that it gets through GENTLY.

The other day I was in the market for desks and wrote a number of makers for catalogs and information. One desk I had almost determined to buy—I was ninety per cent. sold. Here is the first part of what the manufacturer wrote me: "In reply to your recent inquiry, we are sending under separate cover our catalog, which will show you what a marvel of mechanical ingenuity and cabinet work the BLANK desk is. We have been furniture makers for blank years and we———" We this and we that!

Did I care what kind of a mechanical marvel the blamed desk was? Did it matter to me how long they had been in business? What I wanted was SERVICE, a desk that would help me in my work, and I wanted to know HOW it could do this, how handy it may have been for this or that, the time or labor it would save. I asked for cake and was given a crust.

The district agent of another maker sent me an envelope full of slips and folders—BUT NO LETTER. Among the more than half dozen pieces of printed matter crammed into a small envelope was a little folder about the desk for which I had inquired. Everything went into the discard. Not one had found the point of contact, and in despair I asked a Chicago friend to get me something that would serve my purposes. The firm from which he ordered sent me a warmly human letter that breathed a spirit of service, a willingness to help me devise a filing system for such clippings as every ad-writer collects, to build up a desk that would help me make my work easier and better. They had found the line of least resistance, had burrowed under my hide and the feeling is so pleasant that they can STAY THERE. That house made a friend, and friendship is the greatest building force.

The character of the opening paragraph makes or breaks your letter campaign. It is THE letter. It invites either further study or a sentence to the oblivion of the waste basket. Do you remember how, five or six years ago, we used to open our letters with a HURRAH flash? We used to think we had to hit em 'between the eyes—to jolt 'em into reading what we wrote. Nothing of that these busy days. We have reduced letter writing to a scientific art or an artful science, anyway you want it. Your whoop-er-up and smash-'em-out letters go into the janitor's paper bin. Five years ago a certain vendor of couches for physician's offices opened his letters like this:

Doctor, YOUR OFFICE IS A DISGRACE!

"It don't represent your ability as a medico. Get a BLANK couch and make it decent."

To-day, the same writer starts out his letters on the same subject with a gentle, thoughtful, earnest approach, thus:

"You know, doctor, how helpful a proper mental attitude on the part of your patient is toward your own helpfulness, and you surely realize that a tufted, soothing BLANK couch would rest your patient until you were ready in the consultation room."

Notice the clever appeal to his intelligence with the "You know;" then the introduction of the element of comfort for the patient, making it better for the physician. There is an opening that shows BRAIN WORK and HEART INTEREST, and, in all earnestness I urge that BOTH are essential.

One wants to guard against generalities because these lack appeal. It doesn't pay to open a letter with, "We have sold five hundred of these comfortable BLANK chairs in this city." Does that produce thought, attract attention or inspire interest? Suppose you had started with, "You will increase your own efficiency and make more pleasurable the day's duties if you use a back-resting BLANK chair." Would not that be better? Is there not an appeal that penetrates, produces reading of the entire letter? One thing the business man wants these days is EFFICIENCY, and not only do you have a talking point in that, but in making "more pleasurable" the work to be done, besides the strong, selfish appeal in the comfort of a "back-resting" chair. WORDS in the opening do not count for so much as IDEAS. Words are merely clothes we wrap about ideas to make them humanly appealing.

The opening of the letter must not merely attract attention Making a man open his eyes for the purpose of looking at YOU amounts to nothing; you've got to attract his BUYING attention, and the best way to do that is to create in his mind a feeling of confidence in you and your wares.

Down in Tennessee a firm selling office forms enclosed a clean, crisp DOLLAR BILL with their circular letters. Of course, only a high class mailing list was used. Paying a dollar to get their matter read—read THOROUGHLY—was a profit-producing proposition. Most prospects would be inclined to BUY if for no other reason than that they felt under obligations to the sender of the bills—they felt as if they OWED a dollar.

One of my clients goes further—and YOU are welcome to use the plan—for he sends out checks, GOOD IN EVERY WAY, except that the amount is not named. Risky business sending out blank checks, you say? No—for there is a string tied to the thing. On the back of the check is printed a line stating that the paper is negotiable ONLY upon presentation at Blank's store. The check accompanies a letter praising and SELLING one kind of office device, which can be fully guaranteed.

The prospect is invited to come to the store, inspect the device and to bring the check with him that it may be filled out and exchanged as may be agreed. All this acts as a teaser. It stimulates study of the printed matter about the device and brings in a steady stream of busy men who want to know more about the check and the device. Its merits are fully explained and if he BUYS, the binding money-back guarantee is written for the amount of the purchase and the SAME AMOUNT IS FILLED IN THE BLANK SPACES OF THE CHECK AND THE CHECK THEN EXCHANGED FOR THE GUARANTEE! That's all—but the plan brings the prospect to YOUR STORE, where you have an opportunity of selling him not merely this one device about which you center the campaign, but begets in his brain the desire to BUY many other things you may demonstrate. He is your friend, for you have shown him something new—you have shown him you possess ideas and that you have faith in the goods you sell.

The stridently clamorous letter knocks your prospect's eye out—he raises his guard against it. You come at him with too much IMPACT. The way to batter down a guard is to snuggle up inside of it. CONTACT ACCOMPLISHES MORE THAN IMPACT.

Too many of us think when we have made a strong opening in our sales-letters, painted a good foreground, that there is little need for a perspective—for persuasive leading up to the main argument. The opening gets the attention and that is all the part it is to play in the sale. You have to lead up to the main points—and—take care that you lead gently.

The best leading device is a QUESTION. Any man who can frame a question that will compel thought along the lines of the argument that follows—that man will succeed in his letter-sales. Have you ever thought of the force, value, the psychological result of a question? The one you have just read is a sample. A question is often worth a dozen argumentative paragraphs. A particularly knotty problem may be left to the prospect to solve—left to his imagination to picture a perspective—if you plan a pungent

question; and, often with results that are better than could otherwise be achieved.

Suppose you are selling steel filing fixtures and open your letter with:

"Are your letters, your papers, as safe as they deserve to be?

"The Brunswick-Balke-Collender Co. had fifty thousand inquiries burned in their recent fire and the trials, annoyances and lost business entailed have led them to order BLANK steel equipment.

"What would YOU do if you were to lose all your papers, all your records this night?

This last question is one that is bound to cause considerable thought in the mind of the prospect. It requires that he think what he would do, were he to suffer a loss. Right then—at the psychological moment—when you've "got him going" is the right time to drive home your best arguments.

Notice how the opening attracts attention—how it gets under the hide. The next paragraph—a simple statement of fact—is greatly strengthened by the mention of the number of inquiries destroyed and the use of a nationally known firm name—a firm which advertised its loss. These two sentences are but the sketching-in of the foreground. The third sentence—the hard-hitting, home-bringing question—is the thing that leads the prospect to size up the perspective. He sees the picture in his own mind and it is up to you to argue shortly and quickly and close the sale. Every word, every punctuation mark in the letter extract shows the result of a carefully created PLAN. How do you expect to have a perspective unless you have a plan upon which to build? before you write one word, plan everything from greeting to get-away.

Plan the perspective so that it makes prominent the points the prospect OUGHT to perceive. You must EDUCATE your prospect. People did not want the typewriter, the adding machine, process-letter devices—they didn't want a thing until they were educated into desire. They had done business for years without office appliances—could do business now without them,—but who the deuce wants to? Plan an educative, permanently-persuasive perspective.

Here's an instance. Every office man uses carbon paper—may have tried dozens of brands and grades—but does he know that there is a paper particularly suited to his business needs? When you size up the needs of your prospect in carbon papers and talk of a paper designed to meet his special requirements—when your letter educates him into desiring that particular paper—then you've landed not only his trade in carbons but in many other lines. You've shown your interest in HIS INTERESTS. You have visualized your prospect, the class of business he does and you have addressed yourself to his condition, his progress.

An addressing-machine maker plans the letters that go to houses having difficulty with the pay-rolls so that the perspective shows hours and days saved in the matter of making out time-cards addressing pay-envelopes. Where speed in getting out the circular letters is needed, as in a broker's office, the letters carry the question before their strongest arguments: "Do you want to find out how the BLANK will get your market-letters to your clients two hours earlier?" A maker of special keys for the typewriter does not, at first, talk to the employer of relieving the drudgery of the typist (although this subject is carried in the later arguments), but rather of reducing the number of errors he has to correct in the letters before they go out. He writes his letters so that they build a perspective suited to the eyes of the prospect and not to the latter's employees.

A seller of flat-top desks, in a western city, had a hard time of it during the early part of the summer, because of the competition between two larger office furniture men—one a steel desk salesman and the other an agent for a specially designed and mechanically ingenious wood roll-top. The steel desk man would send out letters in which he pictured the wood desk, with its many drawers, pulling hard and sticking some in muggy weather. The special desk man would, in turn, paint perspectives that pictures how steel gathered heat in summer and held its chill in winter. The rivalry between the two became so pronounced that the business men of the city were amused. The first week of August, the flat-top desk man, who had taken no active part in the fight, entered the arena with trump cards in his hand. Here is the first part of the letter he sent out:

"I'm not going to talk of the merits of either wood or steel in desk construction. You've read enough of that kind of argument to make you tired. Besides, it is too hot to argue and I won't knock.

"But—what is the use of buying electric fans or installing expensive ventilating devices, if you are going to sit all day behind a roll-top that interferes with the air movements? Why not TRY THE COOLING COMFORT of a free-chair, free-from-dust-cupboards—free - for - arm - movements flat - top BLANK desk?

The success of this letter is clearly the result of a definite plan. Look at the timeliness, frankness and squareness shown in his good opening. Study the appeal—the psychological appeal, if you please—in his question—the gradual strength developing perspective—the mind picture of summer comfort that it paints.

A dealer in a certain type of office chair persuades with; "How would you like to have a comfortable desk chair, the kind that will let you draw out the centre drawer without pushing the chair back pulling out the drawer, pushing it back and rolling the chair into its place again?.' Another puts a pertinent appeal with his; "The many interviews you grant every day make the ordinary desk chair unsuitable to a better performance of your duties. Why not get greater comfort, greater efficiency, with a chair designed especially for your work?.' A dealer, circularizing his prospects about a patent inkwell, opens his letters by telling how much ink is evaporated from the average inkwell in a year and then goes direct to the painting of the perspective with: "If good ink costs you a dollar a quart and you have but four inkwells in your office, and these vaporize four quarts of ink during the year, how much money will you save in two, three, in five years, if you buy BLANK non-evaporating inkwells at a dollar each? Figure this out yourself?.'

A printer and stationer prefaces his strongest talk with, "If I can show you how three mills—less than one-third of a cent—added to the improvement of every letter you send out will bring back ten per cent. greater returns, would you use BLANK brains-in-printing?" A filing cabinet dealer asks in his second paragraph, "Is your filing system really a time saver? Does it respond quickly and accurately—or—do you have to stop and think and look in several places before you find what you want?.' These are but samples of painting the perspective—getting ready the scenery for the real acting that comes with your vital argument—the first act to the development of your letter-sales-drama.

The entering wedge IS important in sales-letters.

* * *

Does One Cent Postage Affect Pulling Power?

THE boss and the advertising manager of a mail-order house were discussing the mailing of a little illustrated booklet of special offerings.

The advertising manager insisted that the booklet should be mailed in a sealed envelope under a two-cent stamp (this was just prior to the coming of the three-cent letter rate); the boss argued that it would bring in just as many orders if sent out in a penny-saver envelope under one-cent postage.

Neither could convince the other. Finally the boss proposed that they pick out 500 names from the list and send 250 of the booklets as sealed, first-class mail and 250 in the penny-saver envelopes, and then look up the result in six months. This they did.

The result was as follows:

Penny-saver Envelopes—1c. Postage

Total number of orders	22
Orders under $1.00	8
Orders between $1.00 and $5.00	11
Orders over $5.00	3
Total amount of orders	$53.39
Average order	$2.43

First Class Mail—2c. Postage

Total number of orders	25
Orders under $1.00	8
Orders between $1.00 and $5.00	13
Orders over $5.00	4
Total amount of orders	$55.75
Average order	$2.23

The difference in total amount of orders between the two mailings was just $2.36, in favor of the two-cent stamp, the difference in postage was in favor of the one-cent stamp.

The advertising manager and the boss never have been able to agree as to who won!—PRINTER'S INK.

* * *

HOW TO HANDLE AND DEVELOP YOUR OWN BUSINESS

This is the title of a new book just published by the A. W. Shaw Co. It gives tested and tried methods for handling a "one-man business"; it actually shows how to get started right and how to keep effective and simple records; it tells how to train employees; it shows how to write letters that pull, and letters that win back dissatisfied customers; how to advertise successfully; how to cut costs; how to file, and how to finance your business.

With the methods which have been successfully used by 149 executives, the book also contains 40 illustrations of charts and forms visualizing these methods.

FEATURING THE PRODUCT'S PERFORMANCE

A Policy that Has Increased One Business from 2 Carloads a Day to 10

WRITTEN FOR MARKETING BY RICHARD C. GANO

THIS, like most good advertising stories, is a "before and after taking" tale, with special emphasis on the advertising prescription which was taken.

Some years ago the United States Silica Company set out to produce a better than usual sand for sand blasting. There are even to-day many sand blasters who are bargain hunters when it comes to buying sand. They use soft ocean, lake and river sands because they are cheap by the ton and the freight cost low. But here as in every other field quality is what counts in the final analysis. The United States Silica Company had analyzed the sand blasting problem, had figured out the cost *per ton of castings cleaned*, and *per square foot of surface treated*, with various sands. Their experiments of course demonstrated that the harder and more flinty the sand, even if it cost more, the less expensive the job. It was also found that the hard sands did not go to pieces so quickly but could be used again and again.

The result was their final creation of the product which they have admirably named "Flint Shot." Flint Shot is produced by disintegrating St. Peter's Rock and washing, drying and screening, in order to size the hard flint "shot" contained in that rock.

Flint Shot, used in the ordinary sand blasting gun, which forces a spray of sand and air against any hard stone or metal surface to be cleaned, is said to go several times as far as the best natural sand, occasioning a great saving in freight, air and labor.

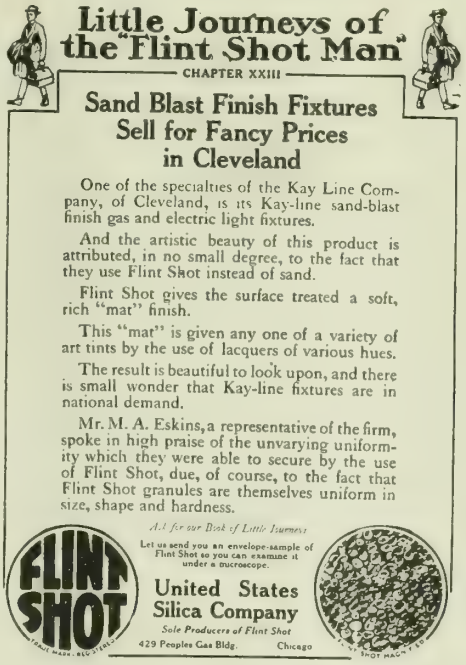
Having developed something valuable to sell, the company began to experience difficulties in selling. Production cost was considerable—yet the product was apparently in the market in competition with cheap sand and unable to convince the sand blasting world of the economy in paying more and getting quality. Less than two years ago the company was selling only two carloads a day and that at unprofitable prices because they simply couldn't get a right price for it. They were doing a little advertising in trade papers—about $1,500 a year, but the publicity was not as convincing as the company felt it ought to be. It needed expert attention. And finally they called in an advertising man.

We may as well hand the campaign which resulted, its credentials, right at the start. Copy appeared weekly in weekly iron and machinery publications, and monthly in the monthlies, for about six months, following out the first campaign idea.—Following this, a mere conventional style of copy was begun and is now continuing. Since the start of the campaign in the summer of 1917 the company's business has increased from 2 carloads a day to 10. It has set a fair price on its product and has been able to maintain it. And it has been able, out of its profits, to erect a $225,000 plant in Chicago. The advertising expenditure has been increased ten-fold, now approximating about $15,000 annually.

"FLINT SHOT" ON THE FIRING LINE

The campaign idea which produced this result was simple but to the point. The company was persuaded to send a high-priced advertising man on a series of personal visits to plants where Flint Shot was actually being used, to question the men using it, and to get their bona fide statements as to what they thought of the product.

The advertisements which he wrote, based on these visits, he called "Little Journeys of the 'Flint Shot' Man.


Little Journeys of the "Flint Shot Man"
CHAPTER XXIII
Sand Blast Finish Fixtures Sell for Fancy Prices in Cleveland
One of the specialties of the Kay Line Company, of Cleveland, is its Kay-line sand-blast finish gas and electric light fixtures.
And the artistic beauty of this product is attributed, in no small degree, to the fact that they use Flint Shot instead of sand.
Flint Shot gives the surface treated a soft, rich "mat" finish.
This "mat" is given any one of a variety of art tints by the use of lacquers of various hues.
The result is beautiful to look upon, and there is small wonder that Kay-line fixtures are in national demand.
Mr. M. A. Eskins, a representative of the firm, spoke in high praise of the unvarying uniformity which they were able to secure by the use of Flint Shot, due, of course, to the fact that Flint Shot granules are themselves uniform in size, shape and hardness.
Ask for our Book of Little Journeys
Let us send you an envelope-sample of Flint Shot so you can examine it under a microscope.
FLINT SHOT
United States Silica Company
Sole Producers of Flint Shot
429 Peoples Gas Bldg. Chicago

The entire series of about thirty little journeys followed the layout shown in the illustration. Engraving cost was consequently extraordinarily low, and practically the only considerable cost outside of space was for the copy.

The Flint Shot Man was very thorough in his methods. At every plant he visited he interviewed practically every man who had anything to do with the use of Flint Shot. He found out at what air pressure they used it to get best results for different kinds of work, got all sorts of sand blast wisdom from them, of a general nature as well as that especially applying to Flint Shot. He also picked up information which would make his copy readable and local in atmosphere. When the time came to write each little journey, his problem was always what to leave out, not how to fill the space.

The sand blaster running upon his copy usually learned some new things for which sand blasting might be used, and got some valuable tips on the value of different sand blast equipment, air pressure to use, etc. Every man is interested in experience stories about his own line of business. It is more than likely that many readers of these advertisements got into the habit of looking for the next.

Indeed, the campaign made the suggestion, now and then, that the data in the advertisements was valuable and should be clipped and filed. "This story," said one piece of copy, "is worth reading again; then worth saving for early reference. Let us tell you more about the uses of Flint Shot."

The thirty or so little journeys were finally printed in booklet form, and the demand for the book has been flattering. As a whole it literally gives hundreds of uses for Flint Shot, together with bona fide statements of users regarding its actual performance. In the booklet the little journeys are grouped in a systematic way, so as to cover one subject at a time.

Another interesting proof of the value of this campaign is furnished by the fact that to-day the company has in the Flint Shot man a man better posted on the use of their product than any one else connected with its organization. Its executives and employes many times have called on him to answer questions they are themselves unable to answer. His reports of his trips are considered the most valuable data in the possession of the company, data which can be used for many years and which is worth many times its original cost, though that was not low.

SPECIALIZATION PAYS

This company is reaping the reward of the concern which adopts a narrow specialty and makes the most thorough study of it. It has studied the sand blasting proposition until it knows about all there is to know to date about it. This knowledge has been codified and made available to its customers, and its booklets probably constitute by all odds the best available information on their various subjects. These booklets have learned the value of facts, and they are the best kind of salesmanship because they give, in discussing, for example, "Advantages of Flint Shotting over Pickling," the actual, provable facts why Flint Shotting is quicker, easier, and more economical.

Incidentally the campaign has not overlooked its special war-time appeals. Flint Shotting removes rust and thus has a direct relation to conserving metal of all kinds. It constitutes also the most rapid method known of performing many essential cleaning operations, which makes it a conserver of time and man-power. "We have in mind," says a booklet, "a large plant, working on a forfeit-clause government contract, that closed its tumbling room as soon as its modern sand blasting equipment was installed and Flint Shot was discovered. The sand blasting showed an exceedingly low cost per ton, but whether this cost was higher or lower was not considered at all, because the outstanding fact was that Flint Shotting was quicker because it produced a finished job at one speedy operation."

That some of the journeys were to war industries also added to the interest. At an aeroplane plant the Flint Shot Man was told: "We sand blast every smallest metal part for the prime purpose of so cleaning the surfaces that even the slightest flaw in the metal may be exposed. For, you know, a flaw even in a tiny bracket may cost an aviator's life. That is one reason why we insist on having the cleanest, most uniform sand blasting material that money can buy."

The writer believes that in many advertising campaigns exploiting products whose performance is the primary talking point, there is too great a tendency to be satisfied with mere unproved claims of what the product will do, when it would be very easy to substantiate these claims by investigating its actual performance for various customers and publishing readable accounts of these actual investigations. Such accounts are more than testimonials, which also are often too content to make gushing statements regarding merit but leave out the really convincing facts. Instead of being mere ordinary testimonials, they are little human-interest experience stories, and can usually be made to give really helpful suggestions regarding new and ingenious uses and values of the product, just as has the copy of the Flint Shot Man.

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Use of Human Interest in Selling

How one firm made capital of a salesman's illness, actually increasing sales while he was absent from his territory.

USUALLY the illness of a good salesman, preventing him from calling on his regular trade for a few weeks or longer, means either the doubling up of the salesmen in adjacent territory, or the temporary loss of business.

Sometimes this emergency is met by having someone from home office make the trip to pick up orders, explaining the reason for the absence of the regular man. Perhaps oftener the customers are left to wait and a loss of business risked.

But a Richmond, Virginia, firm managed to secure an even greater volume of business than usual, under these conditions, by an adroit use of direct advertising in which real human interest was injected.

Tom Harvey was one of the best harness salesmen in the employ of the Cottrell Company. His weekly reports clearly showed the effects of his, and the product's, popularity in his territory. He was valued accordingly. So when a severe attack of typhoid sent Harvey to the hospital, with every prospect of his having to stay there for a couple of months, the management cast around for some means of filling this big hole in its sales staff.

The other salesmen were worked to capacity, so that they could not be asked to add to their work and then Harvey needed his accustomed earnings to help pull him through.

Letters began to come in from a few of the dealers carrying the Cottrell line, asking about Harvey; and from these, and the answers to them, came the idea that proved so successful in not only holding the business but actually adding to it. Why not, it was reasoned, send out bulletins every now and then giving word of Harvey's progress, in a semi-humorous vein?

A letter was prepared which told about Harvey's illness, and that he was going to the hospital at once so that he might return shortly "to take some of the orders we feel sure you are holding for him." This letter hinted rather broadly that Harvey would appreciate mail orders, and that they would be filled just as efficiently as if he took care of them himself.

This letter brought a rather extraordinary lot of replies; some merely expressed regret at Harvey's illness; others did better than that, and sent in regrets, hopes and orders.

The manager saw that he had hit upon a capital idea, and followed up his advantage with another letter. This told of Harvey's gradual recovery, and contained some intimate glimpses in which the comedy value of a pretty nurse was used. This letter contained further hints along the lines of the other letter, and the thanks of Mr. Harvey and the company were expressed for the orders that had already come in from his friends, who had "certainly stuck to him loyally." The new address at which he could be reached was used in this second letter, and a flood of mail descended on the hospital.

A third letter, sent a few weeks later, contained this significant paragraph:

> Mr. Harvey's sales, notwithstanding the fact he has been in the hospital the greater part of the month, were $10,951.96 greater than they were a year ago.

And a postscript made this suggestion:

> We are enclosing a self-addressed, stamped post-card; will be glad to have you write something jolly on the same, sign your name and mail it. The writer believes this will cheer Mr. Harvey up very much indeed.

Between the third letter and the one that followed it a post-card went out, which bore only a picture of Harvey lying in bed, his eyes half closed, while the doctor felt his pulse. This was signed, "Tom Harvey," in a scrawly, uncertain hand. And the flood of letters, most of them orders now, increased perceptibly.

Then followed other letters, each telling of progress in the case, each containing a chuckle as sugar coating to the hint that business was going on as usual in the Cottrell plant. And gradually the letters told of Harvey's recovery, his getting into trim to show the full line of blankets and robes, but that mail orders were still acceptable.

The saleman's illness lasted three months, and in that time the business in his territory was kept at an average that was double that of any previous record. Every dealer in the territory, including the "hard-shells" who before had not been interested, welcomed Harvey when he got back to work.

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Advertising to Protect Bond Holders

There has been much criticism of the efforts made by various concerns in different Canadian cities to induce holders of Victory Bonds to sell them at a sacrifice by offers of "prompt cash." SATURDAY NIGHT and other publications argue that the Government should put a stop to this.

It could be done by advertising, as they are doing in the United States. To meet this situation the Treasury Department recently inaugurated an advertising campaign, the keynote of which is "Keep Your Liberty Bonds." The copy is appearing in the current issues of a large number of periodicals in space donated by manufacturers and publishers through the Division of Advertising.

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Advertiser Advertises Advertising

An unusual advertisement appeared in a recent issue of PRINTERS INK in which A. Stein & Company, manufacturers of Paris Garters, take space to pay a tribute to the value of advertising. It reads:

AN APPRECIATION

"Institutions whose business it is to sell advertising have made some enthusiastic observances regarding the value of War time advertising. It is only natural that some degree of skepticism prevails when the seller speaks.

What buyers of advertising say should weigh with the man who's in doubt.

We have always believed in advertising; our experience justifies our conviction. We believe in advertising now—above all times. We determined at the outbreak of the war to push our publicity plans vigorously. We realized that the benefits which would accrue to us when the war was won would warrant our policy. Our inability to make deliveries did not deter us. And we shall keep on "carrying on."

As buyers of publicity there is much that we owe to advertising and to the men who have made it so important a fraternity. Our appreciation is tendered for the dual purpose of stating our position and of inviting the expression of other advertisers."

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Purchasers of paper in the United States are now required to pledge themselves to economize in the use of pulp paper, printers ink, etc., and not to furnish their products to any dealer or consumer until such dealer or consumer shall first pledge in writing similar co-operation. In order to secure paper requirements it is necessary to sign one of these pledges.

HOW HE PICKED AN ADVERTISING AGENCY

I WANT you to get from what I have said to you that I am interested in getting an advertising agency that will add a business organization to ours. So far I have been offered in person a social director to get me into his country club, an expert butler who can select my vintage wine, a glad hand artist who tried to fill me full of cheap gossip about my competitors; another subtly offered to instruct me in the mysteries of the New York red light district.

I want a real business man who is in the advertising *business* and who treats advertising as a *business*, who is a student, a performer, a helper. I want a man who realizes that my business is the most important thing in the world to me, and who is going to study *my* business with a business brain of proven analytical capacity. He must have the power to interpret what he finds. I want a man who knows more about markets and advertising and selling than I do. I want the kind of a man whom I'd hire if I could get him at my price.

Do you understand that?

* * *

Here are some letters from advertising agencies soliciting our account. Let's see if they promise much help.

Here's a form letter from an agency that says:

> "We write now to inquire if we may not suggest certain ideas which we have in mind for you to consider for 1919."

What are they after? If it has been thinking about our business why doesn't it put its cards on the table? The opening is insincere. They are trying to get a line on us.

Pass it—amateurish.

* * *

Here's a remarkable proposition:

> "We've just completed a most exhaustive survey of the truck market—both domestic and foreign—and would be glad to give you the benefit of what we have found out. A false step would be fatal; on the other hand, if your truck is right and you go about your problem in the right way, your future is assured. We can get you more good dealer representation, right now, than anyone, we believe, because we have been more than a year laying our lines, and the truck manufacturers who take advantage of what we have to offer will be laps ahead of their competition. We will only accept the accounts of three truck companies—one in the one-ton class, one in the medium capacity class, and one in the heavy duty class. The merchandising work on each of these is essentially different, and the three types are not in any way competitive."

This agency claims to "have made an exhaustive survey of the truck market," and yet it apparently did not discover us as one of the largest manufacturers and distributors of motor trucks. If they really have made an "investigation" they should know that we are making one-ton, three-ton and five-ton trucks, so their "investigation" was not much good. They suggest, "if your truck is right"—we *know* it's "right" because we have been making it for nine years and the public knows it's "right." If that agency made any "investigation" they would know it's right.

That man either hasn't made the investigation, or he sent a letter out to a concern that he ought to have known would not be interested in such an appeal, and has opened himself to the charge of falsehood on the one hand, or to being an inefficient advertiser on the other. Either condemns him as a business man seeking business on a basis of mutual confidence.

* * *

Here's one who writes a straightforward businesslike letter. He is sending out a "feeler"; he's bent on finding out something about us before he tells us what we ought to do. He says:

> "There is no more reason why you should continue to employ and pay an inefficient advertising agent than that you should maintain on your payroll an imcompetent department manager or an unprofitable salesman. In the latter event this organization solicits your consideration. In a personal talk with you we have the privilege of demonstrating exactly wherein and how we can give you better advertising and a bigger "per dollar" return on your advertising investment than that which you now receive."

We'll put this aside to interview the writer.

* * *

Here's an advertising agency that holds itself forth as "the last word on scientific distribution." Here's what it says in one of its letters:

> "Success in business this year and next will depend very largely on doing things differently."

Was there ever a time in the history of the world when that was not true? Then the writer continues:

> "We are successful and intend to add to our success by inaugurating new ways to make advertising pay as an investment."

He hasn't shown it in the letter. It's the same old bromides, the same old vague, indefinite claims. Any man who had a definite thing to say and a definite way of saying it, and an honest-to-goodness business like claim upon your attention wouldn't be afraid to play his cards. Like the rest, this one too, is a dodger, he's a mouther of phrases, a maker of claims apparently hoping that someone of those to whom he writes will accept his invitation to show interest.

I suppose some will accept, but certainly not those who look on advertising as a business proposition.

Here's another letter from the same fellow. He too wants to make an "investigation" for us. He doesn't seem to realize that we have been in business for nine years; he doesn't try to find out if we have made any such investigation on our own behalf, but he talks as though we didn't know anything about our market. He's not entirely honest in his proposition.

* * *

Here's another agency that claims to have pulled off a "stunt" a few months ago—it was a variation on the old "special edition" idea, and they tell us that all the people who participated in it were "great endorsers of it" and were overcome with profound admiration for the genius who promoted the idea. He says, it's

> "epoch-making considered from every view-point of patriotism, city pride, good-will building and industrial enterprise."

Surely a shrinking violet of a man, eh!

I made inquiry about that stunt. The reports I got were not at all in line with this agent's—"a huge new force in the constructive energies of the world." There again is a lack of proper business sense shown—in the big claims that a little investigation quickly shows was not supported by facts.

* * *

Here's the real prize offering:

> "We have tried in vain for the past year to secure the advertising account of the Motor Truck Company, but as Mr. Jones consistently refuses to listen to a change of advertising agencies, the unique and individual advertising plans which our president worked out for their benefit were never unfolded to them. Now this plan will prove itself just as wonderful a sales producing asset for you. And if you're not bound under contract with another advertising agency to place your advertising, I'll be pleased to come to your city at any time at your convenience to discuss its wide scope and unique originality with you."

Can you beat that?

Here is a concern that admits it can't sell its sales ideas to one of our competitors—you know him, and Jones is no fool—and yet they want us to try their sales and advertising abilities and as a convincing argument as to *why* we should try it, it cites its *failure*. It says this great sales plan is a "wonderful

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(The general manager—the Boss—of a certain motor truck organization having decided sometime since, to select an advertising agency, after a varied experience with several, has asked to have all agency solicitors and all letters of solicitation, referred to him. The Boss reviews the letters he had been receiving from advertising agencies, with his Sales Manager, J. R. M. who thus recites the interview in a Lewis Bulletin.

producing sales asset." How does it know? The plan has never produced any sales.

Can we have any confidence in such an agency?

* * *

Another agency, however, tells me exactly what's the matter with me:

> "You are too busy and too close to your work to do the constructive, creative thinking in your business that it demands."

Am I? Do not let the directors see that letter!

Then the writer says:

> "Put this job up to our expert board of advertising and sales counsel—men who have spent years in creative thinking and planning—the giants of the commercial world—men of just as large and varied experience in doing big things in advertising as it is possible to get together—a man from one of the biggest mail order houses—another from one of the biggest wholesale houses, and one man who has put the driving power back of specialties that have made millionaires in the automobile field."

That is a gem—pass it on to our correspondents as a perfect example of letters that do not get business.

* * *

This letter is different. Here's an agency that talks about a specific automobile advertising campaign with which you and I are familiar. It tells some new things modestly and to the point, and all the claims it makes I believe are true. I want to talk with this agency man.

In one of his letters he says:

> "It follows, then, that only the most unusual care must be accorded a product of this class and kind. Never with propriety could there be applied to it the intensive and boisterously argumentive treatment with which the possible automobile purchaser is so frequently approached."

I think both you and I agree with that. If we like the kind of advertising he talks about in that letter, and the sample which he encloses, then we are his kind of people and he's our kind.

We'll talk with him.

* * *

This man has a brand new idea that he's never worked.

> "Your problem is selling motor trucks."

Just at the present time it is not our problem is making them. However, let that pass, as it may be a problem in the near future.

> "We have a sales plan for advertising and merchandising trucks that has advantages which we believe you would appreciate. The plan is new. It has never been worked. Its efficiency value per unit of cost is high."

Did you note that last sentence? How does he know if it has never "been worked"?

I must confess I can't understand the logic of some of these presentations. Could a man who reasons like that, reason with a prospective purchaser on his cost per ton per mile on the operation of his truck? Could he get down to brass tacks of an ordinary business proposition? Could he get on the inside of the truck problem and analyze a set of figures, make them human, vitally interesting and suggestive? I doubt it.

* * *

The rest of these letters don't make any difference. They're all of the same small calibre,—frothy, superficial, "smart." You have asked:

What kind of an agency do we want? We want an agency that understands business problems in transportation, costs and service, because whose motor truck transportation is a business problem.

We should prefer an agency that has had some actual experience in the truck field.

We want an agency that has writers who understand the business man's mind, and can interpret us to him.

We want an agency that understands the principles of cost, the part operation expense, the mystery of overhead and our problem of selling.

We want an agency with a man who can come into our conference room and hold his own in our discussions.

We want an agency that understands how to help us plan and conduct investigations, make market studies—that will give us useful and helpful ideas.

We want an agency that will show some interest in us besides trying to make us spend twice as much this year as we spent last.

We want an agency that isn't working for publishers twenty-three hours a day and for us one.

We want an agency that we are willing to pay $20,000 in commissions and know that we'll get $20,000 worth of service,—the kind of an agency in other words, that we would be perfectly willing to put our appropriations in their hands, and we'd know we'd get back what we deserved.

We want an agency that hasn't a $50,000 soliciting staff making a market for a $5,000 organization of men serving clients.

We want an advertising agency that has one man in it that will be worth $20,000 a year to us if we could hire him.

I don't care anything about how large they are—how many mahogany desks, typewriters, letter files, data files, maps and charts—but an advertising agency to me is the men who serve us. I want an agency that pays its bills, of course, because I want an agency that is a business organization; but I want the man or the men who are going to do business with us to be interested in the result too, as well as themselves.

* * *

Here are the questions that I am going to ask him before he is selected and he must answer these to my satisfaction and to the satisfaction of our own new advertising manager:

1. Give me a list of all your clients, together with a list of the clients you have lost, during the past five years.
2. In what publications do you place more than 25 per cent. of the total amount of business you handle?
3. Who are the principal men in your organization and what have they done? What particular accounts do each of them handle? What particular men would you assign to our account if we gave it to you?
4. What definite things would you do for us in connection with our sales, marketing and advertising problems if we gave you our account? How would you do them?
5. What truck account or similar lines have you handled during the past five years? What have you at the present time? Why do you want our account? What do you know about it?
6. What are the merits of our truck compared with trucks of similar character in our field? (I wouldn't expect them to be experts but to have a working knowledge of our field).
7. What truck is our principal competitor?
8. Do any of your organization belong to the same churches, lodges, or clubs as any of the men in our sales and advertising organization?
9. Have you solicited our account on any previous occasion? When, and through whom, did you ever submit a proposition?
10. What men in your organization solicit accounts?
11. Do you compensate your men through commissions on the amount of business they obtain, or do you pay them a straight salary? Based on what?

* * *

The manager found an agency.

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MONTREAL HERALD HAS NOT QUIT

The Montreal *Herald* has not ceased publication as reported in the daily newspapers a few weeks ago in an item referring to receivership proceedings.

Application has been made to place its affairs in the hands of a receiver in order to bring about complete separation from other interests. Meantime the paper is being published as usual.

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A. N. A. ANNUAL MEETING

The Annual Meeting of the Association of National Advertisers, held in New York on December 4, 5 and 6, was undoubtedly one of the most important gatherings of advertisers yet held.

Among the 400 or more leading advertisers and advertising managers in attendance were, W. T. Gregory, of the Cowan Company, and W. G. Steward, Goodyear Tire & Rubber Co., Toronto, L. R. Greene, of Tucketts, Limited, Hamilton, and Miss F. E. Clotworthy, Secretary of the Association of Canadian Advertisers.

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The Annual Convention of the selling forces of the Sherwin-Williams Co. of Canada was held in Montreal, November 18-21.

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W. J. Robson, who has been assistant advertising manager of the Canadian Countryman for the past six years, has been made advertising manager of that publication.

WAR FINANCING AND ITS EFFECT ON FINANCIAL ADVERTISING

How financial advertising performs a public service, encouraging thrift, increasing the country's resources. Advertising assumes new significance to bankers through recent developments.

From an address before the Associated Advertising Clubs Convention,

By Edwin Bird Wilson

WAR financing has broadened the horizon of financial advertising. It has made the members of our profession see the relation of their individual problems to the larger problems of the Nation; it has made them see how important a bearing bank advertising has upon national welfare.

For example: Before the war the majority of bankers looked upon savings accounts chiefly as so much deposits and a source of revenue for the bank. A minority of the bankers clearly saw the economic value of savings accounts to the immediate community. A few of wider vision really comprehended the vital value of the people's savings to the Nation. That was before the war. Now what have we? The whole banking fraternity and the whole advertising profession comprehending the significance of thrift as a vital necessity of the Nation at war, its great benefit to the Nation at peace. The whole bank advertising profession actively engaged in thrift propaganda—not simply for the sake of building up the deposits and earnings of the banks, not with any narrow, selfish viewpoint of by-gone days, but with the big, generous, patriotic broad-minded motive of strengthening the hands of the Government, helping to win the war for world freedom, and preparing for world reconstruction.

Bankers and bank advertising men have come to understand that saving money by refusing to buy unnecessary things has a bearing upon the wealth and progress of the Nation and a very important bearing upon the Nation's success in this crucial war. Mr. Arthur H. Reynolds, Vice-President of the Continental and Commercial National Bank, admirably summed up this doctrine in a recent address at Pittsburgh, when he said: "The elimination of waste is of very great importance, that is, scientific economy, profitable saving. The idea is contrary to the practice of hoarding. The fundamental principle is that we save on the unnecessary or non-essential things in order that we may multiply the production and use of those things that are essential." The Bank advertising men are enthusiastically passing on this sound doctrine to the people—and the people are learning.

Before the war, an unusually able and thoughtful advertising agent said to me: "I have come to the conclusion that it is useless to try to teach the American people to save." He left discouraged by his experience in appealing to the public for systematic saving, on behalf of one of his clients, a large banking institution. Needless to say, that advertising expert now is not in so pessimistic a frame of mind.

Well, perhaps it requires a great war, with its enormous demands for funds, to teach Americans the art of thrift. At any rate, under the compulsion of the war and under the tutelage of the Government at Washington, the bankers and the advertising profession, Americans are learning rapidly to save intelligently with an appreciation of its true economic meaning.

Distinctive Effects of War

Here and there in the financial field we see a high flung signal revealing that some banker has obtained a longer view than his fellows and is shaping his business conduct accordingly. For instance the Society for Savings in Cleveland has recently established a bureau of Home Economics whose sole business will be to study the managing of family finances and to discover, if possible, how incomes may be conserved for the benefit of the family, the immediate community and the Nation. The managers of this great savings institution have looked farther out into the future than the majority of bankers, but in many other quarters we see evidences of alertness, signs of recognition by bankers of a larger duty to the public than the mere collecting and safe-keeping of its savings and the extension of credit. For example, the second oldest national bank in the United States, the First National Bank of New Haven, maintains an agricultural department, under the management of a government-trained expert, to teach the people of Connecticut how to produce and conserve food. In the West, that circumstance would not be particularly noteworthy, but you can imagine that it took some foresight, even courage, for a dignified, old-school bank beside the campus of Eli Yale to advertise the promotion of calf clubs, sheep clubs and pig clubs. However, the announcement did not create unfavorable criticism or undue surprise even in the classic shades of the university city. On the other hand, it was welcomed as an evidence of the bank's earnest desire to be of practical help to the public in these war times.

The Human Interest Element

Another thing that war financing has done for bank advertising is to inject "human interest" into it. Even the conservative banker soon saw that his bank could afford to speak for the Liberty Loans, the W. S. S. and the Red Cross in a manner that it would not, in the past at least, have dared to speak for itself. The interest-compelling, forceful advertisements prepared by the various publicity committees of the various official and semi-official war work organizations led the way and gave courage to the bankers. They joined other bankers and other business-houses in signing full page advertisements of a striking, almost sensational character. The next step was easy. "If I am willing to sign my bank's name to a strong Liberty Loan or other Government appeal in connection with other business houses, why not do a little independent advertising of the same character for the Government"—thus reasoned the bankers, and behold, amid the crashing of big Liberty Loan advertising guns, we notice, but are not particularly startled by, some individual bank advertising shots. Here are a few of them that we have overheard even in the midst of the big noise of recent unparalleled advertising campaigns:

"Help Build that Bridge of Ships." (Chapin National Bank of Springfield, Mass.)

"Be a Partner of Uncle Sam." (Union Trust Company of Baltimore.)

"There is No Other Course Open to Us but to Fight It Out." (Farmer's Deposit National Bank of Pittsburgh, quoting General Haig.)

"You can Stay this Horrible Weapon from the Heads of our Wounded"—illustrated with a halftone cut of a club used by the Germans. (Colonial Trust Company, of Pittsburgh).

"Make this the Last War for Independence." (National Union Bank of Maryland.)

"Let us Help you to Help your Country." (First National Bank of Brooklyn.)

"The First American Drive." (Rhode Island Hospital Trust Company of Providence.)

"Save for Victory." (Citizen's National Bank, Baltimore.)

"Big Ships and Big Banks—Seattle's Answer to The War Call." (The Scandinavian American Bank, Seattle.)

"Produce More and Consume Less." (Union Trust Company, Baltimore.)

"Buy Liberty Bonds and Back Liberty's Boys." (First National Bank and First Trust and Savings Co., Cleveland.)

"The Time to Strike is Now, and All Together." (Northern Trust Company, Chicago.)

Having tried for themselves individually such "human interest" advertising and having noted no unpleasant public reaction from it, but, rather, a favorable public response, the bankers are going to "carry on," with similarly progressive advertising in the future.

A Wide-Spreading Influence

Is it conceivable that any banker having once published a truly appealing advertisement could ever return to the old-school type of name-capital-officers-directors style of announcement? I think not. Moreover, the influence of war financing on the character of bank advertising copy will extend far beyond the circle of those who have already taken the actual step of modifying their style of advertisement. It is going to

have a universal effect, because one important banking institution cannot take a step of this kind without influencing other banks. It seems certain that war financing has made an indelible impression upon bank advertising copy and that the advertising of banking institutions will never be the same as it was before the war.

These are times of swift revolutionary changes and no reactionary sentiment on the part of bankers will be able to overcome the progressive tendency of bank advertising, which has been so largely stimulated under the compulsion of financing the war.

Another effect which must be noted is the demonstration of the possibility of obtaining big direct results by the right kind of financial advertising. In view of the startling success in advertising governmental requirements, it seems probable that bankers will expect larger definite results from their own advertising, that they will no longer be content with simply creating good will and making a favorable impression upon the public, but will expect to obtain substantial direct returns for their advertising expenditures. This in itself will insure the use of more intelligent advertising copy. The banker cannot expect the advertising man to "make bricks without straw"; if he demands results, he must follow the advertising expert's recommendations in regard to the character of the advertisements.

A Strong Community Interest

But perhaps one of the most important effects of the recent great drive for war funds has been the revealing of a community of interest among bankers. We find them working shoulder to shoulder in a way that did not seem possible before the war. In many cities the bankers have subscribed to large funds for jointly advertising the various Government projects and their names have appeared together as signers of many striking full page appeals. Those who have tried in the past to bring about co-operative advertising efforts of the bankers have encountered many difficulties, the principal one being a reluctance on the part of the banks to pull together. Local rivalries and jealousies have stood in the way of united effort. In the face of the great national crisis these rivalries and jealousies have melted like wax and the bankers have forgotten them—for the time being at least. It seems not improbable that this wartime getting together will result in a more or less permanent tendency toward unity of effort on advertising lines as well as along other lines of interest of the banking fraternity. If it should lead to united national advertising effort on the part of the banks; if it should result in joint national campaigns to educate the public on the value of thrift, trade acceptances, corporate management of estates and other important conservation measures, it would prove to be one of the great benefits growing out of the war.

To summarize, then, the principal effects, as I see them, of war financing on financial advertising, they are:

First: The broadening of the vision of bank advertisers, enabling them to see the relation of their individual work to the problems of the Nation.

Second: The addition of "human interest" to the copy used in financial advertising.

Third: A demonstration of how great the results that can be obtained when intelligent financial advertising methods are employed.

Fourth: Unity of effort on the part of bankers in matters pertaining to their mutual interest and the welfare of our Nation.

The Effect of Bank Advertising Upon War Financing

Now, the other side of the question: the effect of bank advertising upon war financing.

While it is perhaps impossible to make a quantitative analysis of the situation, it is a comparatively easy matter for any thoughtful person to make a qualitative analysis, to discover in recent and current financial advertising elements which are contributing largely to the success of Government loans and other government work.

The most obvious element is the direct effect upon the success of recent war drives of the extraordinary advertising done by the banking institutions of this country.

You are all familiar with the work which banks, trust companies and bond houses have done to advertise directly the Liberty Loans, the War Savings Stamp movement, the Red Cross and other great govermental enterprises. The banking institutions of this country as a whole have done not only what might have been expected of them; they have done extraordinary things.

Who would have thought, previous to the war, that a day would come when the beautiful banking edifices of this country would be plastered with large and lurid posters; that on the Italian marble wainscoting of magnificent temples of finance there would be pasted as on any ordinary bill board huge advertisements made, like Joseph's coat, in many colors? Some of these posters, it is true, were works of art and graced the banking walls, but others might be described as works of "near-art" and others we will charitably omit to designate.

What bank advertising manager or agent, even in his wildest play of imagination, could have foreseen that painted advertising signs sixty feet high would be hung against the classic facade of the sky-scraper home of one of the largest trust companies in America, or that red, white and blue examples of the sign painter's craft would be superimposed as a frieze (which the architect never planned) upon the entire bronze grill surrounding a magnificent bank lobby'?

What press agent of the Greatest Show on Earth would have been rash enough—before the war—to suggest that the banks of this country resort to such methods of advertising as the erection of plaster statues of Uncle Sam, the Goddess of Liberty, and the Liberty Bell, on their front stoop or at the very entrance to their president's room?

Yet I need not tell you that such are the facts which have came to pass in these latter days.

Banks Influenced the People

What does it all signify? It signifies that the banking fraternity is heart and soul behind the Government in its great enterprise for the salvation of civilization, and that the bankers are willing to throw their much-prized dignity and all selfish pride to the winds for the sake of the great cause. Mr. Edward White, of the Banking Law Journal, has said: "History will chronicle the fact that the Government of the United States could not have provided for the successful prosecution of the war if it had not been for that huge machine known as the banking interests of the country. The banks of the United States—including, of course, trust companies, state banks, savings banks, private banks and every institution doing a banking business—got squarely behind the movements for financing the Government and made the success of those movements possible. Every bank in the nation lined up its clients and not only recommended to them the purchase of Liberty Bonds, but urged them to buy them. There is no argument for the investment of money that can be made so effective as the one offered by the bankers." And I would like to add to Mr. White's statement that bank advertising was one of the most important vehicles through which the bankers of America successfully urged upon their clients and the public generally the importance of buying Government securities and of backing up every request of Uncle Sam.

There can be no doubt that the moral effect of the unusual advertising efforts of the banks is tremendous, that the extraordinary financial advertising serves notice on the public, as nothing else can do, that America is confronting a tremendous crisis, and that it is incumbent upon every citizen to fall in step with the great crusade.

But the more striking advertising things done by banks as individual institutions is a small part of their aggregate advertising effort. Not only are many of them preparing their own appealing advertisements designed to influence their respective constituencies to help the Government, but they are joining with other banking institutions and other lines of business in great collective efforts. Great numbers of them are donating large newspaper and magazine space. They are sending out millions of circular letters at their own expense. They are pasting their banking houses inside and out with Government appeals and they are devoting much of the time of their entire staff from president down to office boy to the purpose of gathering the dollars into Uncle Sam's war chest.

While the results of this remarkable advertising and business-getting campaign of the banks of the country cannot be segregated from the general results, no fair-minded person will deny that already they have contributed hundreds of millions of dollars to the United States Treasury.

So much for the effect of the concrete direct advertising of the banks in behalf of war work.

There is a larger, more profound effect: the conversion in a few short months of a whole nation from spenders to savers. Bank advertising is to-day resulting in educating the American people to habits of thrift and investment, which will mean American supremacy for centuries to come. It is a commonplace that the masses of Americans have been extravagant, that their tendency has been to live up to or exceed their incomes. But to-day we

see a different spirit—we see the great majority of Americans earnestly endeavoring to become savers and investors.

Every bond salesman, every banker, every bank advertising man who has studied the situation at all has come to the conclusion that after the war there will be millions of investors in agricultural, municipal, public utility and industrial, as well as Government securities. Perhaps no economic movement in the history of America is of such far-reaching importance to the Nation's future well being.

The New Investors

Francis H. Sisson, Vice-President of the Guaranty Trust Company, of New York, recently told the Georgia bankers that "one of the most significant and far-reaching results of the war upon this Nation has been that of enormous bond buying. It was estimated that prior to 1914, there were not more than 300,000 bond holders in this country. At this time there are probably 20,000,000, and before peace is declared there will be millions more. Hundreds of thousands of investors have never learned the value of bond buying as an aid to frugality, and are acquiring the habit. As they finish making payments on their Government securities they will seek others."

No Fear of Big Banks

Another element in the effect of financial advertising upon war financing which is not so easily discerned, but is certainly present and important, is the building up of those great banking institutions which have been of such temendous help to the Government in this crisis.

One does not have to go back many years in memory to recall the popular cry against that imaginary institution known as the Money Trust. The right kind of publicity used by many of the large banks and trust companies, popularly supposed to be parts of the Money Trust, had disarmed criticism for some time prior to the war and had built up public confidence in these great banking institutions. In other words, intelligent advertising has for years been fostering and strengthening our great banks and trust companies for this day of world crisis when they can render great service to our country. Experience is teaching us that banks of large size are absolutely necessary if America is to hold her own, not only during the war, but afterward in the period of reconstruction. Bank advertising has paved the way in the popular mind by truthfully representing the benefits of large banking units for those larger combinations of capital which now appear to be inevitable.

Bank Advertising Strengthens Government

The fourth and last point I wish to make under the effect of bank advertising on war financing is closely akin to the one just stated. It is this: Bank advertising, by building up the banks and strengthening their position with the public, is directly strengthening the financial position of the Government. It is a truism that whatever contributes to banking strength contributes to the financial strength of the Government. Bank advertising helps to build up banking strength, broadens confidence. Therefore, obviously, bank advertising helps Government finance.

The importance of increasing in every way possible the banking strength of the country cannot be over-emphasized. Therefore the present time is most opportune for banks, large and small, throughout the country, carefully to consider the advisability of building up their strength by means of the greatest force known to the business world—advertising.

So far, the banks have not had to shoulder any unbearable burdens incident to the Government's requirements. By means of the splendidly conducted advertising campaign the public has been induced to bear the burden largely out of current earnings and savings. If the war should continue for a long period, however, this source of funds would naturally diminish and the banks would be compelled to take up in increasing measure the burden of war loans.

If, therefore, advertising by the banks resulted only in increasing the popular absorption of Government securities and did not build up deposits, it would still be a paying proposition for the banks because relieving them of much of the war financing burden.

But in this presence it is not necessary to point out that the right kind of advertising will build up deposits and strengthen the position of the banking institutions, and will, therefore, better fit them to meet the extraordinary demands of the Government whenever they shall fall, as fall they must if the war continues long, upon the banks.

❦ ❦ ❦

The annual meeting of the Association of Canadian Advertisers, Inc., postponed on account of the flu epidemic, will be held in Montreal in January.

R. B. Halliday, sales manager of the Canada Cycle & Motor Company, is on an extended tour of the Western provinces.

❦ ❦ ❦

Facing the Future Confidently

PEACE came with a suddenness that has left the world a little breathless. Men of discernment had predicted from the very first that, when Germany once began to crack the end would follow within a short period. But who was there bold enough at any time before September of the present year to stand out and say that the break-up would come before the New Year?

The glorious finish came so very suddenly that men have not yet collected their wits sufficiently to diagnose the business outlook cooly and clearly. There is still a great deal of doubt and on certain points some diversity of opinion.

The outstanding fact is that there has not been one trace of panic or pessimism. Although men knew that the days of the munitions industry were numbered and that readjustments must come sharply, there has been no tendency to seriously anticipate depression. There has been no scurrying to cover, no sharp slumping of stock markets. Men are facing the future confidently and calmly. And that is a great point indeed.

Everything will hinge on the labor outlook. Many who have studied the situation closely are convinced that Canadian industry can absorb the labor that is turned loose from the munitions factories. They point to the fact that labor is scarce in all directions, that most factories and offices have been struggling along short handed and that thirty thousand men can be used without glutting the labor market. The women who have been working on munitions may not find it as easy to secure employment. A large proportion of the women went in, however, to help out in the war crisis and will be glad to go back again to household work. Others were wives of soldiers who took on the work to eke out their allowance and these again will be prepared to relinquish outside employment.

Others do not take as optimistic a view as this and believe that the coming winter is bound to see a certain amount of unemployment. They do not aniticpate that it will be serious but they refuse to accept the cheerful dictum that all will be well. They declare that the government must be prepared to handle the situation and provide employment. Labor men hold this view. Prominent labor leaders are declaring that the workingman will not accept conditions this winter such as existed during the winter of 1914-15. They spoke of drastic steps.

It seems to the writer, however, that the outlook is good. Figure it out this way. In normal times Canada can find employment for all her people. To-day half a million men are overseas and the ranks of labor are depleted accordingly. Why should it not be possible to use every pair of hands that are left even without the artificial stimulation of war industries? On top of that, figure that demand in all lines is abnormal and that stocks are so low that it is going to take a long time to get them up to normal again. Factories will have to work full blast for at least a year on the average, before stocks can be built up. Then again Canada must continue to send food overseas in as large quantities as it can be spared. It has been officially announced that war orders for steel are to be placed here. We must proceed to make clothing for the soldiers who will start to come back soon. All in all it looks as though there is a very busy time ahead and that the closing of the munitions plants will not upset the labor market to the extent that some have feared. If enlightened

(Continued on page 28

COMMENTS ON CURRENT COPY

The outside viewpoint of a capable constructive critic who is reviewing current Canadian advertising copy for MARKETING. Readers are invited to submit copy for comment.

By S. ROLAND HALL
Author of "How to Write an Advertisement"

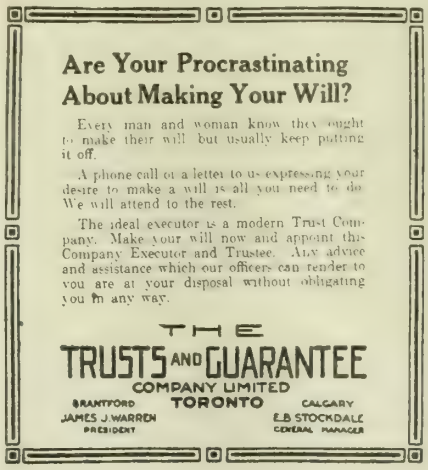
NOT long ago I tried to listen to a minister who raised his voice as soon as he began and who pounded the air with his fists and had the rafters echoing without let-up until he came to "sixthly and finally, brethren." Probably much that he said was worth listening to. But he was all emphasis, and his emphasis became monotonous. Nothing stood out. Had he contented himself most of the time with a quiet manner and a modulated tone when he came to an appeal or a conclusion that required strong gesture and a higher pitch of his voice the contrast would have been impressive. The value of contrast had apparently been overlooked in his theological studies.

THE CANADIAN BANK OF COMMERCE
SIR EDMUND WALKER, C.V.O., LL.D., D.C.L., President
SIR JOHN AIRD General Manager
H. V. F. JONES, Ass't. Gen'l. Manager
CAPITAL PAID UP, $15,000,000
RESERVE FUND, - $13,500,000
BANKING SERVICE
This Bank provides every facility for the prompt and efficient transaction of all kinds of banking business.
BRANCHES IN EVERY PROVINCE OF CANADA, IN NEWFOUNDLAND, AND AT THE FOLLOWING POINTS:
London, Eng. Mexico City New York
Portland, Ore. San Francisco, Cal. Seattle, Wash.

Much advertising reminds one of this minister. The man who paid for the space or the writer who prepared the copy or the printer who displayed it was intent on displaying four, five, six, seven or more points—often in comparatively small space—and the result is all emphasis that, like the minister's continuous loud tone, is no emphasis.

Simplicity is one of the most effective principles of good advertising and one of the hardest to secure. The man who prepares the advertising is not always to blame. Often it happens that the man who pays for the space will insist that a number of things be made prominent. Not so very long ago I submitted copy to an advertiser who proceeded to underscore or capitalize something in every other line and it was no easy undertaking to show him that by doing this he was making the message ridiculous. To his mind even the display of the branch offices of his firm was all important.

Study the Canadian Bank of Commerce advertisement. It is not full of screaming displays but every part of the advertisement, with the exception of the names of the officers, is given moderate display. There is a sameness of tone that is monotonous that keeps any part of the advertisement from standing out to attract the eye. The only words that are given even a little contrast over the remainder of the advertisement are "Banking Service"—two words that are too commonplace to possess much


Are Your Procrastinating About Making Your Will?
Every man and woman knows they ought to make their will but usually keep putting it off.
A phone call or a letter to us expressing your desire to make a will is all you need to do. We will attend to the rest.
The ideal executor is a modern Trust Company. Make your will now and appoint this Company Executor and Trustee. Any advice and assistance which our officers can render to you are at your disposal without obligating you in any way.
THE TRUSTS AND GUARANTEE COMPANY LIMITED
TORONTO
BRANTFORD
JAMES J. WARREN PRESIDENT
CALGARY
E.B. STOCKDALE GENERAL MANAGER

attraction from the viewpoint of the reader. It hardly seems possible that the constructor of this advertisement asked himself: "Now what is there about the message of this bank that can be played up in such a way as to command the interest of the casual reader?"

This remark suggests that frequently the displayer of the advertisement should not be blamed for the failure to produce a readable looking message. The copy may be so staid and so fragmentary that nothing but a "card" can be made of it.

The message of The Trusts and Guarantee Company Limited is an improvement, for it gives prominence to a pertinent question likely to hit home with many readers who, with the usual human failing, postpone attention to the important matter of making a will. The border for this advertisement is so prominent that it takes away something from the effectiveness of the headline. The simplicity of the display would have been further improved had the signature been a little more compact. Such a short word as "The"

ought never to be arranged in a line by itself.

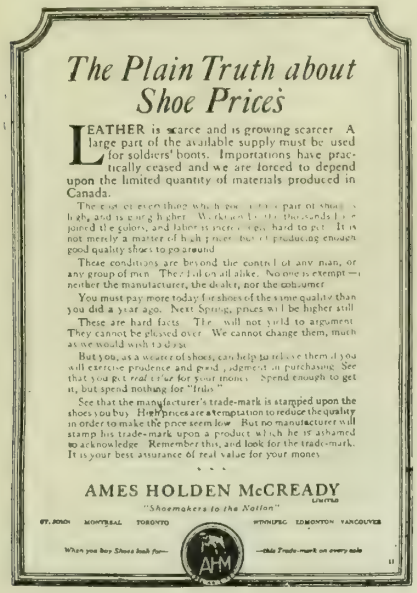
The Acme Soles and Heels page also suffers by a sameness of treatment throughout. "For Every Place" is given some emphasis but it is not a compelling headline and the proximity of three other titles which include some fancy lettering produces a complexity that spoils the advertisement, as complexity invariably does. Just suppose this page were headed with a simply-set line—"On the Thoroughfare, In the Office and In the Home"—with another display under the illustration of the product "Acme Soles and Heels Make the Day Run Smoothly." Even at that the illustration of the Acme Sole should have been drawn with stronger shading, so as to give it more prominence over the background scenes. As the page now stands there are five displays of the word ACME no one

CANADIAN PACIFIC
THE FINEST HUNTING GROUNDS IN AMERICA
ARE CONVENIENTLY REACHED
via
CANADIAN PACIFIC RAILWAY
Moose Bear Caribou
Red Deer and Small Game
ARE QUITE PLENTIFUL
Particulars from Canadian Pacific Ticket Agents or W. B. HOWARD, District Passenger Agent, Toronto

of them is strong enough to stand out simply and strongly.

The Canadian Pacific example was evidently intended to be an advertisement of the poster style. This plan of layout works fairly well for a billboard where a few carefully phrased lines, perhaps a dozen or fewer words in all, must so be lettered as to be caught by the eye almost at a glance. The style is not so effective for a newspaper or magazine space of the size occupied by the Canadian Pacific message, though this example is far from being a horrible one. A little more care would have made the message readable looking. It was entirely unnecessary to have displayed the name of the railway twice within three inches. If the words "Moose, Bear, Caribou, Red Deer and Small Game" had been given emphasis, the other telling statement "The Finest Hunting Grounds in America" could have been subdued. The lines set in small display type would have been much more effective set in Roman of fair size and in a uniform measure. The job-printing style of centering every line, even a line consisting of a short word like "Via" is one that the advertising man will do well to avoid.

"The Plain Truth About Shoe Prices" is a good example of simple setting with an interest-creating headline played up. Setting the opening paragraph in a size of type larger than the remainder of the advertisement is also an excellent feature. The only possible criticism



The Plain Truth about Shoe Prices

LEATHER is scarce and is growing scarcer. A large part of the available supply must be used for soldiers' boots. Importations have practically ceased and we are forced to depend upon the limited quantity of materials produced in Canada.

The cost of everything which goes into a part of shoes is high, and is going higher. Workmen in the thousands have joined the colors, and labor is more costly, hard to get. It is not merely a matter of high prices, but of producing enough good quality shoes to go around.

These conditions are beyond the control of any man, or any group of men. They fall on all alike. No one is exempt — neither the manufacturer, the dealer, nor the consumer.

You must pay more today for shoes of the same quality than you did a year ago. Next Spring, prices will be higher still.

These are hard facts. They will not yield to argument. They cannot be glossed over. We cannot change them, much as we would wish to do so.

But you, as a wearer of shoes, can help to relieve them if you will exercise prudence and good judgement in purchasing. See that you get real value for your money. Spend enough to get it, but spend nothing for "frills."

See that the manufacturer's trade-mark is stamped upon the shoes you buy. High prices are a temptation to reduce the quality in order to make the price seem low. But no manufacturer will stamp his trade-mark upon a product which he is ashamed to acknowledge. Remember this, and look for the trade-mark. It is your best assurance of real value for your money.

AMES HOLDEN McCREADY LIMITED

"Shoemakers to the Nation"

ST. JOHN MONTREAL TORONTO WINNIPEG EDMONTON VANCOUVER

When you buy Shoes look for— —this Trade-mark on every sole

of this advertisement from a display point of view is that the body of the message looks a little long and hard to read. Had the layout man or the printer thrown a little space between the paragraphs of the smaller type or else set everything after the first paragraph in two colums instead of one this fault would have been remedied. Ease of reading is something to be kept in mind always. We can read almost anything, if we try hard enough, but the eye—perhaps from mere human laziness—is tempted to pass up that which cannot be read easily.

The Oleomargarine advertisement is a good example of contrasts. The even appearance of the text makes the double headline stand out. Considering the number of illustrations, they are arranged remarkably well. They do not give the involved effect that most illustrators would produce if asked to include as many pictures in one design as are here shown. The absence of backgrounds, fancy border and other involved treatment helps a great deal. What a pity it is that we haven't more advertising illustrators who can draw simply as well as more layout men and printers who can set simply.

Display, outside of illustration, consists of three tones—the white of the paper, the gray effect produced by a mass or light reading type on the white background of the paper and heavy-faced, or display, type. Contrast can be secured by massing or concentrating these tones. If the white or the gray or the black is distributed in small bits throughout an advertisement, the effect is "diluted" or scattered If, however, the whites, the grays and the heavy blacks are massed in good-size units so that they contrast with one another, the result is pleasing to the eye. These are simple facts—so simple that one feels almost like apologizing for calling attention to them. Nevertheless, not twenty-five per cent. of the advertisements of any newspaper or magazine show an observance of

H·A BRAND
OLEOMARGARINE
A Table Delicacy—
A Kitchen Economy
H·A Brand Oleomargarine is a wholesome nutritious and economical spread for toast. It is excellent too, for cooking for vegetables, soups and sauces. It makes light cakes and flaky pastry.
H·A Brand Oleomargarine is shipped to the grocer in small quantities now and after it is churned. That is why it is always fresh and uniform in flavor when it reaches you.
Spread your bread with "H·A" Brand do your cooking with it. Think what you can save. "H·A" Brand Oleomargarine costs at least one-third less than Creamery Butter.
At Your Grocer's and Butcher's
THE HARRIS ABATTOIR COMPANY, LIMITED
TORONTO CANADA
H·A BRAND
OLEOMARGARINE

these fundamental principles. In spite of all teaching and preaching, most advertisements are only half as effective as they might be with more care.

VOLUME OF ADVERTISING IN CANADIAN MAGAZINES FOR NOVEMBER, 1918

(By principle classifications. Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. of Issues	Agate Lines to Page	Autos, Accessories & Supplies	Foods and Confections	Household Supplies	Household Equipment	Music and Instruments	Proprietary Remedies	Toilet Specialties	Wearing Apparel	Financial Insurance Gov't.	Not Otherwise Classified	Total Agate Lines Advtg	Number Pages Adv.
Maclean's Magazine	1	420	2,572	2,862	1,328	2,240	1,575	237	2,458	2,206	3,599	4,521	23,598	56
Everywoman's World	1	800	1,199	3,260	2,390	1,706	1,592	1,125	3,538	3,918	1,800	2,336	22,864	28½
Canadian Home Journal	1	800	800	2,500	1,748	1,634	1,504	141	3,997	4,768	1,000	2,105	20,197	25
Western Home Monthly	1	720	....	3,515	215	718	2,186	1,821	1,098	2,433	980	5,386	18,352	25½
Canadian Courier	2	728	2,380	1,899	742	990	330	256	1,192	1,560	3,276	3,057	15,682	21½
World Wide	5	636	1,250	168	....	....	.	....	640	1,794	2,443	1,008	7,303	11½

VOLUME OF ADVERTISING IN CANADIAN FARM PAPERS FOR NOVEMBER 1918

(By principle classifications. Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. Issues	Agate Lines to Page	Autos, Tractors Access. Supplies	Farm Impl'ts and Machinery	Farm Equipment	Household Supplies	Stock Foods and Remedies	Trapping and Ammunition	Dairy Equip't and Supplies	Insurance Financial Gov't, etc.	Live Stock Advertising	Not Otherwise Classified	Comparative Totals	Proprietary Remedies	Total Agate Lines Advtg.
Ottawa Farm Journal*	9	2,432	750	2,834	3,519	24,965	2,224	4,070	603	14,112	10,496	11,335	74,908	8,742	83,650
Grain Growers' Guide	4	720	5,293	2,184	4,999	19,819	2,372	3,155	2,841	14,050	6,279	6,950	67,942	350	68,292
Farmers' Advocate (Wpg.)	4	720	4,482	2,690	3,708	18,649	1,219	4,085	1,201	11,116	4,894	7,162	59,206	301	59,507
Family Herald & Weekly Star*	4	2,432	1,639	1,972	3,572	24,709	1,726	7,712	512	7,108	1,530	8,188	58,668	8,152	66,820
Farmers Advocate (London)	4	720	7,218	2,705	6,277	13,342	4,354	3,174	1,115	6,882	11,069	1,488	57,624	145	57,769
Nor' West Farmer	2	720	3,740	3,010	4,751	14,645	808	4,956	326	6,285	5,565	5,486	49,572	707	50,279
Canadian Countryman	5	700	3,418	2,552	5,973	9,497	2,590	3,630	427	8,004	3,105	3,771	42,967	202	43,169
Free Press Prairie Farmer	4	1,180	613	1,070	2,569	13,599	406	1,871	.	9,591	224	11,146	41,089	6,432	47,521
Farm & Ranch Review	2	720	3,987	1,512	2,456	8,881	982	2,070	122	2,886	7,653	4,856	35,405	308	35,713
Farm & Diary	4	700	2,082	1,554	3,170	4,416	2,609	2,167	531	4,218	9,523	3,094	33,364	.	33,364
Canadian Farm	9	792	2,992	858	1,830	6,983	1,607	2,621	550	4,528	6,652	3,121	31,742	1,546	33,288
Maritime Farmer	2	672	....	1,888	2,762	5,670	2,247	416	200	2,932	2,155	3,143	21,413	2,076	23,489
Farmers' Mazagine	2	560	1,804	1,167	280	6,590	987	1,641	326	5,366	268	1,072	19,501	408	19,909
Farmers' Telegram (Wpg.)*	4	2,240	738	338	422	2,839	145	770		5,767		5,718	16,737	7,737	24,474
Nova Scotian (Halifax)*	5	2,360	500	390		6,754	193	1,159		4,997		1,740	15,733	9,487	25,220
Weekly Witness * (Mtl.)	4	2,100		655	403	2,601	166	121		3,305	1,097	4,189	12,840	2,650	15,490
B. C. Farmer	1	420	571	620	336	3,276	55	110		1,514	506	1,791	8,779	75	8,854

Note:—In comparing above figures consideration should be given the fact that in some cases figures given represent volume of advertising carried in only one or two issues, and in others five issues or more, as indicated in first column. Differences in page sizes also in some cases account for differences in volume of advertising. As some papers accept little or no patent medicine advertising they are graded according to total volume of all other advertising. * Are printed in form and size of newspapers. others have a smaller page size.

Marketing
and Business Management

MONTHLY MAGAZINE OF CANADIAN BUSINESS

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.00 a year, elsewhere, $3.00. Payable in advance. Single Copies 20 cents.
ADVERTISING RATES, $40 a page, or 10 cents an agate line per insertion. Forms close 1st of the month of issue.

A.B.C. audit of circulation applied for

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge Street, Toronto, Canada

VOL. XII, No. 10 DECEMBER, 1918

AN AMERICAN INVASION

What will Canada's protection-pampered, reciprocity-rejecting manufacturers think of advertisements along the lines here quoted, prepared by a Canadian advertising agency, paid for by a group of Canadian daily newspapers, and appearing in two page space in a trade journal reaching United States advertisers?

> "Spend one-tenth of your annual appropriation in Canada. Let your sales department consider this prosperous country as another rich State right at your door. A State of nearly 8 million people, buying $2,000,000 worth of goods every day from the United States. A community well able to buy—willing to buy—ready to buy—waiting to get acquainted.
>
> "Investigate this splendid business field. Get your products before the Canadian people now. Consolidate this territory for your after-the-war business.
>
> "If you are 'not paying much attention to Canadian sales' you should commence now, because Canada, competent authorities believe, will be one of the world's most profitable after-the-war markets."

There is no doubt about it—American manufacturers are arranging to invade Canada with larger and more aggressive "forces" than ever before. Already a large proportion of the advertising appearing in Canadian newspapers and periodicals is of United States and British origin. And there is lots of new advertising coming next year. Publishers' representatives, after trips through the United States come back enthusiastic over the prospects for greatly increased advertising patronage from the other side.

This is no mere bugaboo. It is very real and immediate competition which should stir every Canadian manufacturer to strengthen his hold on his home market in every possible way.

Canadian publishers seem more active in awakening United States manufacturers to the trade opportunities in Canada than in urging Canadian manufacturers to bestir themselves. Should they be criticized for this, if they find Canadian business men so unresponsive, frequently soundly asleep under cover of a beneficent tariff which may shrink some day soon and expose a considerable display of cold feet and hot heads.

The American invasion will be a peaceful one in a political sense—but not in a trade sense. For it will disturb the peace of many who have failed to fortify their favored position by intensive cultivation of their home market.

❦ ❦ ❦

Plan more and drudge less.

❦ ❦ ❦

SELLING, THE PROBLEM NOW

For the past few years Production has been the chief problem of business. But with the coming of Peace and the demobilization of both military and industrial armies, and with many demands contracting on account of these influences, Salesmanship again resumes the most important place.

Salesmanship of no ordinary type will save Canadian business during the next few years. Salesmanship in the superior sense; salesmanship whose deep roots are anchored in the very foundations of economic order and human society itself; salesmanship whose trunk is the combined strength of well financied enterprise, well ordered factories, well worked labor, well purchased raw materials, well considered product, well studied method, and well cultivated market.

During the war production has held full swing. Goods have been bought, not sold. We have doubled our manufacturing capacity but we have not doubled our capacity for selling the goods under ordinary conditions of active competition. In the new war of industrial competition, now here, our hope must lie in the sales department. Leadership in selling is imperative.

❦ ❦ ❦

Some people believe it is better to do nothing than to make a mistake. It is not. Better decide—right or wrong—because a mistake will show you a better way.

❦ ❦ ❦

THEY DID IT

MARKETING congratulates the Toronto daily newspaper publishers on their efforts to adjust their differences with advertisers and agents over the distinction between local and general advertising also their success in arriving at a clear cut definition and an adjustment of rates which in the future should make it next to impossible for either party to claim an unfair advantage.

The arrangement will undoubtedly prove satisfactory when it is understood and in working order—except to a few who said "it couldn't be done" and possibly to a few others who are unwilling to concede to the publishers a fair price for their space.

The hope is expressed that this will mark the beginning of more cordial co-operation between publishers their agents and advertisers.

LESSONS OF THE WAR

The futility of autocracy, or in other words of *force*, in business as well as in government, has been demonstrated by the war, in the opinion of Printers Ink. We now see that no institution can prosper save as it derives its power from the people.

This is one of the important lessons of the war. The people must be won, not forced. They support only what they believe in. Therefore, in the future business must take the public more into its confidence. This means more publicity, a franker and freer dissemination of information between seller and buyer.

Another thing the war has demonstrated to us is that the strength of a Government depends on a full reciprocal understanding between Capital and Labor. Where their mutual rights are not amply appreciated it means either German autocracy or Russian anarchy, and of course no nation can endure under either of these conditions.

It is unthinkable that we go back to all of the practices which existed prior to 1914, which is now so far back that it might almost as well be in the Middle Ages. Nor will it be necessary for us to start in to build all over again, slowly and painfully, new business methods. But we can retain all those of the past that are good and start in now to develop new ones.

❦ ❦ ❦

HOLDING GOOD WILL

We could undoubtedly be more certain of holding the good-will of our trade and public if they would only stand still, if conditions would not change. But good-will is in large measure transitory. It cannot be expected to last for ever, when all people are moving forward or backward, changing their circumstances.

The consumer whose good-will you held a few years ago has stepped from two and three to six and nine dollars a day. His habits are changing, his tastes are raising, his old limits of indulgence hold him no more. The middle-classes move in different social circles—many have developed new demands as changed circumstances permitted. They live on a new scale, while new prospects have taken their places.

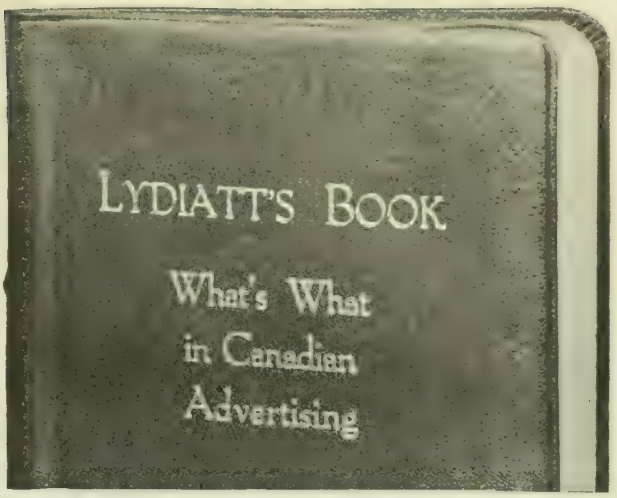
What about the good-will of these many newcomers, to say nothing of old friends now subject to new influences?

These conditions affect the demands made upon the retailer, and in turn govern his demands on the wholesaler and manufacturer. In these days of changing conditions few can count on retaining good-will which is not being assidiously cultivated.

❦ ❦ ❦

GLOBE GETS FINDLAY

The appointment of William Findlay, of the *Ottawa Journal*, as advertising Manager of the Toronto *Globe*, announced just as we go to press, will give general satisfaction in publishing and advertising circles. The hope has been freely expressed that a man of his calibre would be found and secured. We believe no better choice could have been made, and are confident that the wider opportunities afforded Mr. Findlay on the *Globe* will mark a new era of advertising development in the Toronto field.



Now being revised for publication March 1st next

Sixth Annual Edition

LYDIATT'S BOOK

"What's What in Canadian Advertising"

Will accurately record all the numerous changes in rates, in closing dates, in publication sizes, frequency of issue, in circulation data and in the relative standing and costs of completing mediums.

More accurate and complete information as to circulations and rates of all publications than is to be found anywhere else.

Literally hundreds of details and changes necessary to bring your information up to date—all conveniently arranged in this wonderfully comprehensive little book. The authoritative rate book of Canadian advertising media.

An Unqualified Success

Hundreds of the largest advertisers and agencies in Canada, the United States and Great Britain now rely on LYDIATT'S BOOK for the information they need in dealing with Canadian medums, making contracts, preparing copy, investigating the market. Even the best informed find it a dependable, time-saving ready reference.

It is the first advertising data book published anywhere in the world to be successfully established on a strictly independent basis.

With the publication of the 1919 edition of LYDIATT'S BOOK the

Price will be $3.00 a copy, postpaid.

Subscribers to MARKETING may enter their order for one or more copies of the 1919 LYDIATT'S BOOK in advance of publication, at $2.00 a copy. Send your order now direct to

W. A. LYDIATT, Publisher

53 Yonge Street, Toronto, Canada.

MUNITIONS OF MARKETING

A regular department for the review of catalogues, booklets, folders and such other "Munitions of Marketing" as seem worthy of your attention. Put MARKETING on your mailing list, and bring to our notice any art work, engravings and printed matter "made in Canada" which you think noteworthy.

IN one of the furniture store windows the other day I saw a big display sheet headed "Introducing the Alaska Newport" and so I stopped and read. There wasn't much copy for the consumer to read, but there were pictures which explained every operation of this new couch-bed which is being marketed by the Alaska Bedding Limited. I went into the store and found that this had been sent to the dealer as a folder to show him the new product and to get him to push it as a Christmas Special. The Alaska people told him in a very plain and sincere way how it would pay him to get business of this kind started in his territory and what profits there would be for him. Then they proceeded to sell him one of the couches—or rather sell him the idea of the couch. The entire layout is very cleverly done and the printing is good. It was handled by Printers Limited, of Montreal.

INTRODUCING
THE ALASKA *NEWPORT*
THE BEST COUCH-BED EVER PRODUCED
This is the Newport as it looks in the daytime
A Sensible Christmas Gift
In any home, in any room, there is a place for the *Newport*. It is beautifully built. The covering is of bourette tapestry, suitable for any room in the house. The metal parts are finished in gray-green enamel. The couch is very comfortable—makes an ideal lounging place for an afternoon nap or for a loafing place in the evening
Look at the pictures, and then come inside and get a practical demonstration
THINK OF THE COMFORT AND CONVENIENCE THE WHOLE FAMILY CAN DERIVE FROM THE *NEWPORT*
GET ONE FOR YOUR HOME THIS XMAS

"Teconomy" Buttermilk Book is the title of a very clever little piece of advertising issued by the Ekenberg Co., Cortland, New York, makers of Teco Pancake Flour. The booklet is twenty pages and cover the cover being a sort of gingham house dress effect in blue and white. A little dingbat baker leads the reader into the copy which starts off with a talk on food economy. The talk is interesting from an informational standpoint and one turns the pages and reads slowly. Then follow menus for breakfasts, luncheons, dinners and suppers with twelve pages of recipes. A woman would certainly hang this little reminder in a place where she could get at it every now and again for it is distinctly worth while. Anyone who is selling food-stuffs can do no better than to appeal to the appetite of the consumer by showing her how she can make dainty dishes out of the product.

* * *

An advertisement in one of our magazines led me to send for a copy of "How to Transfer Papers and Records" a little book issued by the Office Specialty Co. The cover caught my eye in reading the ad. It was an "action photograph" of a young lady in the act of transferring papers in a business office. There was no particular attempt at posing and the treatment was very catching. The copy inside with the illustrations is easy to follow and is well worth the time spent in reading. Any business man who has transfer work would do well to send for a copy. As a piece of selling matter it ought to open correspondence with many firms which should result in new business.

* * *

One of the finest pieces of business advertising we have seen lately is the book issued by the Russell Motor Co. of Toronto. It is called "A Great Achievement" and is a book of 84 pages bound in boards. The size is 8 x 10½ and the paper is about 100 lb. coated. The story, written by Shaw Newton, is called "The Second Line of Defence" and tells of the wonderful work that the employees of the company have done in the way of making munitions. To those who know little or nothing about the making of munitions this book is an education in itself. When the history of the great war is written there should be many pages describing the work of the men and women at home—those who helped make possible the winning of the war by their careful work in the making of munitions. The story is well illustrated with views of various departments and operations, showing the types of shells, machines, etc. The employees figure prominently in the pictures and there are hundreds of them. Southam Press, of Toronto, produced this book and they are to be complimented on the splendid piece of advertising they turned out for their client.

* * *

Motor in Canada comes out with a bang-up-straight-from-the-shoulder piece of advertising which they call Facts. If you want a good idea of what the book contains just read the opening paragraph which I have reproduced below—and following this opening paragraph are Facts — plenty of them—they are interesting.

> In this analysis of the automobile, automotive equipment and tire situation in Canada, from the Great Lakes to the Pacific Coast, we have endeavored to supply a guide which no manufacturer who appeals to the trade or to the individual motorist can afford to be without. As children, our first demand is for nourishment; our second for facts. All through life we go about, searching for information. We make a new acquaintance; before accepting him as a friend, or inviting him to our home, we ask for facts about him.
>
> Manufacturers start out to market their product in a new territory; from the moment they do this, they are asking questions — searching for Facts.
>
> Western Canadian dealers and motorists are asked to see or try out a new car, tire or accessory; isn't it instinctive for these men to ask at once
>
> *Who makes this new product?*
> *How is it made? What goes into it?*
> *Is it worth the price charged for it?*
> *Facts—we are simply hungry for them.*
>
> Strange, isn't it, that manufacturers should so often have to search for them? Odd, that certain publications should withhold them? Inexplicable that a large number of manufacturers still do not give the *Facts* about their product—for there are many worthy articles not yet advertised.
>
> But it will not be so much longer.
>
> The *Facts* hunger of the human race is becoming keener and keener. The more *Facts* we get, the keener our relish for more of them.
>
> Soon, it will be impossible for a manufacturer to sell anything until everything has been told about the goods that can be told through advertising. Soon, it will be im-

possible for any automobile publication to exist unless it reveals all the *Facts* regarding its circulation and those it reaches.

The Western Canadian trade has discovered that advertising tells much needed *Facts*. We have done our best to present the Facts about Canada, West of the Great Lakes. The moral is plain.

Typical of the facts and figures presented are the following extracts showing the increases in number and value of motor cars owned in the three Western provinces:

"For the benefit of the wiseacres who would have everyone believe that the passenger automobile is a non-essential in these times of strife, we point to the experience of Western Canada after practically four years of war. The Provinces of Manitoba, Saskatchewan, Alberta and British Columbia have given freely of the blood and money of their citizens. As the constant calls for more men and more men followed one another, the labor shortage became acute. Horses were needed at the front, and the few obtainable for farm and other work were quoted at prohibitive rates. A capable substitute for the lack of man and animal power was needed more than ever.

The farmers of Manitoba, Saskatchewan and Alberta could find but one remedy—the motorization of their farms. Immediately the sale of passenger cars and of motor trucks began to increase. In 1915, the gain over the previous year in the four Western Provinces was 22 per cent.; 1916's increase over 1915 was 33 per cent.; 1917's increase over 1916 was 71 per cent.; and in 1918 at the 1st of September the number of registrations has advanced 50 per cent. over the previous year. the war? If the extraordinary increase in privately owned automobiles during the past four years of fighting can be taken as any criterion, the answer is "No," decidedly not. The Western Canadian farmers and business men brought these cars not as a luxury, but as a utility, and one significant fact is that the majority of car purchasers during the war period have not been city dwellers, more than 90 per cent. being farmers or residents of the rural districts.

The second table presents, by careful analysis of the motor car license lists, a comparative statement showing the amount of capital invested in automobiles in the West."

* * *

Tooke Bros. Limited, of Montreal have put a lot of extra pep into their house organ "Tooke Talk." They have changed the size from a 4 x 6 to a 6 x 9 and are printing twelve pages in two colors. The editorial is on some pertinent business topic and the balance is good sales and merchandising copy which is to help their dealers move the goods from their shelves. Tooke's have forgotten themselves in the idea of helping their dealers. And they are not a bit backward about using plenty of space for the Food Board propaganda and also for the Victory Loan. The pages are well illustrated with their goods, both still life and "action photographs." They also show two full page size cuts of their factory. It is their intention to devote the two center pages to illustrations of the various departments throughout the factory and also of their various branches. Clothing dealers and haberdashers get copies of this house organ each month. It bears the imprint of The Herald Press.

Automobile Registrations in Western Province to September, 1918

Province	1914	1915	1916	1917	1918
Manitoba	7,001	8,812	11,352	17,040	23,452
Saskatchewan	8,027	10,225	13,849	31,381	43,811
Alberta	4,728	5,832	9,211	15,025	32,286
British Columbia	6,688	7,440	8,576	11,386	13,145
Total	26,444	32,309	42,988	74,832	112,694

The following table shows a digest of the registrations calculated up to September 1st, 1918.

Has Canada, West of the Great Lakes, suffered financial loss through

Amount Invested in Automobiles, Western Canada, 1918

Province	Average Price per Car, 1916	Average Price per Car, 1917	Average Price per Car. 1918	Aggregate Value, 1918
Manitoba	$1,190.00	$1,065.00	$1,459.00	$34,216,468
Saskatchewan	1,210.00	1,018.00	1,395.00	61,151,315
Alberta	1,314.00	1,127.00	1,544.00	19,849,581
British Columbia	1,411.00	1,370.00	1,875.00	24,646,875
Total				$169,867,272

No Slackening of Business

Interviews with the heads of many Canadian industries, appearing in the Maclean trade papers, clearly indicate a remarkably strong optomistic attitude toward the immediate business future.

Hardwaremen declare business has never been better than during the past two years, leaving them in good shape to return to peace conditions. They regard the future as exceptionally bright. Building, they believe, will have a big boom, and there will be a big demand for paints, cement and all lines of hardware. They expect the automobile industry, curtailed to meet war demands, to take a tremendous jump.

In other trades increased demands are expected, owing to need of replacing stocks depleted during war years.

Activity in manufacturing lines, with the single exception of munitions, is sustained, in many cases increasing with renewed vigor. Unemployment to any serious extent is not expected—since so many have been working short-handed and are glad to get the help released from munition plants. There seem to be plenty of jobs for those who want to work, judging from the help wanted advertisements in the newspapers.

Tractors, Power Farming and Farm Labor-Saving Machinery Advertising

specializes in using space in RURAL CANADA—the leading specialized farm and farm home paper in Canada. Editorial leadership in these specialties for *Ontario* farms paves the way in advance of the advertising and *makes the sales easy* as a natural course. Special extra services like our "Daily Tractor News" supplement at the Cobourg Tractor demonstration, Sept. 17th to 20th, prospect service, and census work proving our readers add even greater value than one usually expects to receive and abundantly satisfies our customers.

Home

As the National Farm Home Magazine of Canada, RURAL CANADA specializes on home interests, and the farming business, which centres in the home; it supplies the seven or eight necessary things of which most other papers supply but one. RURAL CANADA is a home paper for every member of the family.

United Farm Women of Canada

Rural women are united for home and country. Taught to work together by the Womens' Institutes they have, *since receiving the vote*, organized independently. *Their influence counts* and their special interests are served mainly only by RURAL CANADA in its special section of "United Farm Women Doings."

Circulation 29,204 Net Paid.

RURAL CANADA circulation is secured by reliable canvassers, motoring from farm house to farm house in the better farming districts. Its circulation is held by attracting renewals automatically on *sheer merit* and high quality editorially.

Detailed data from our forthcoming census of RURAL CANADA subscription is available free to the market for interested advertisers and Agency men

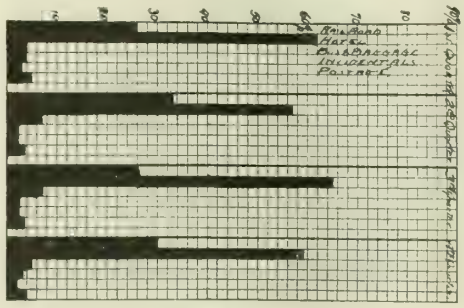
CHAS. C. NIXON, B.S.A.
Editor and General Manager

Canada Farmers' Publishing Syndicate
Grand Office Bldg., TORONTO, ONT.

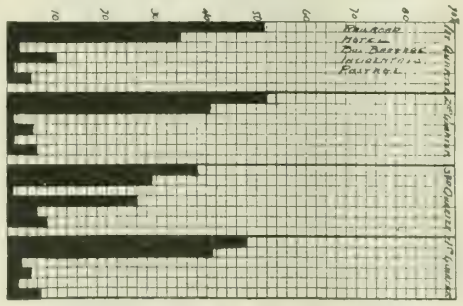
How We Analyse Salesmen's Expense Accounts

THIS is a constantly recurring problem with many sales managers. Too often when the salesman is turning in a good volume of business nothing is said about it if his expense accounts are considered too high. But there is frequently a disagreeable duty to perform when business is not so good, and different sales managers have tried different ways of handling this question with their men.

It is not the best policy to brusquely advise a salesman that you are going to put your foot down on it and that his expenses must be kept within a certain limit. Is it not a better plan to analyze the salesman's expense accounts with the object of showing him **how** to save?



(Chart No. 1)
Salesman No. 1's Expense Account Shows More Intensive Working of Territory With Less Total Expense



(Chart No. 2)
Graphic Analysis of Salesman No. 2's Expense Account, Showing Top-Heavy Railroad Expense

FARM SALES MANAGEMENT

This has been done in a very effective manner by the Baker-Vawter Company. Graphic charts are used for this purpose, with lines representing the various items of expense.

The year's expenses are charted in four quarterly periods. The accompanying charts, for example, show the comparative expense distribution of two salesmen, each of whom has worked for the Baker-Vawter Company the same length of time, and operate in similar territories. The first column in each quarter represents the per cent. of the total travelling expense that is spent in railroad fares; the second column shows the percentage of total travelling expense used in hotels; the third column is the percentage of baggage; the fourth and fifth columns the percentage of total travelling expense for incidentals and postage; the sixth column defines the total travelling expense figured in percentage on the total volume of business obtained by salesmen.

An analysis of these charts shows to what a marked extent the personal element enters into selling. In chart number one each quarter very closely resembles the other. One railroad of chart one is 29 per cent. In column two (hotels) the year's average is 60 per cent. This means that salesman No. 1 spent about twice as much for hotels as he did for railroad fares. His bus and baggage was 5 per cent., and the highest quarter reached was 8 per cent., a difference of 3 per cent., or four times as much difference as the other salesman. The average travelling sales expense for the year with this salesman was 6½ per cent.—one half again higher than the first salesman.

With this salesman the percentage of total selling expense for railroad fare is 47½ per cent. and hotel only 36½ per cent., making his railroad expenses about one-third higher than hotels. The other items are bus and baggage 2 per cent., incidentals 11 per cent., postage 2½ per cent.

Compare this incidental expense of 11½ per cent. with the 4 per cent. of salesman No. 1.

In connection with this comparison it should be borne in mind that salesman No. 1 in nearly all cases outsold salesman No. 2. He also sold a greater number of lines. This is an important point to observe. It demonstrates that Salesman No. 1 was selling right. That he was talking Baker-Vawter from all angles. That he was not satisfied to get just some of a customer's business.

Let us go back and look at the graphic chart again and see if we can discover any reason for the great difference in sales and expenses of these two salesmen. The first most startling difference is in the railroad and hotel expense. In chart No. 1 we see the hotel expenses largely in excess of the railroad expense, and just the reverse of this is true in chart No. 2.

What does this mean? It shows us that salesman No. 1 is covering his territory more intensively. If a town is worth making at all it is worthy of sales development. It demonstrated that one of No. 2's ambitions was to run a marathon around his territory. He perhaps kidded himself into thinking he was busy because he covered a lot of miles each week. It illustrated that this man did not have a big enough balance wheel. A lead given him, even if intangible, and he was off. He did not sit down and figure that if some other company gave him a lead in the other end of the territory that the cost of making the sale, if he personally had to jump there, would overshadow the profit.

Salesman No. 1 has obviously handled this sort of business by a strong letter to his prospect, arousing his interest to the point of awaiting his arrival in a regular trip, and he resorted to the telephone on rare occasions. The graphic charts shows No. 2 to be a more extravagant user of the phone.

Salesman No. 1 we find has spent a little more on bus and baggage. This is natural. He devoted more time in town and used his heavy sample equipment for demonstrating purposes.

The incidental account can cover a multitude of sins. Salesman No. 2's expense here was nearly two times that of No. 1. This shows extravagance on No. 2's part and a lack of pride or

interest in his work. Salesman No. 1 is more circumspect in spending the company's money and evidently is just as careful of it as his own.

Few salesmen would be unreasonably disposed if the question of reducing expenses were presented to them by means of a careful analysis so graphically presented.

♣ ♣ ♣

Trouble in Toronto Terminated

Beginning December 1st the Toronto daily newspapers will allow agency commission on the contracts of all general advertisers, no matter where they are located.

Thus is ended the longstanding dispute in connection with which many members of the Association of Canadian Advertisers "severed relations" with four Toronto dailies nearly two years ago. The Association dropped its determined opposition at the time of its Annual Meeting a year ago, although a number of advertisers have since then continued to rely on other means of advertising to reach the Toronto field.

The dispute has been one of long standing, and was based on the refusal of the newspapers to allow advertising agents the usual commission on the contracts of manufacturers located in Toronto. Newspapers generally do not allow commission on local advertising. But the policy of the Toronto newspapers in classing national advertisers located in Toronto as "local" advertisers has for some years been a source of much contention.

Coincident with an increase in rates effective December 1st, Toronto's news paper Napoleons managed to agree upon a definition of general advertising as distinct from local advertising. It is as follows:

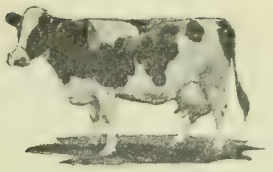
> "All advertising which does not seem to merchandise the advertiser's product through his own retail store shall be classed as 'general' advertising."

The foreign or general rate will apply to all advertising coming within this definition, and when received through an advertising agency the customary commission will be allowed the agent.

A different schedule of rates will hereafter apply to advertising classed as local, similar to the practice common among daily newspapers all over the continent. The rates for local advertising are somewhat lower, taking into account the larger volume and regularity of the advertising and the lower expense of getting and handling it.

The new general advertising rates now in effect for the GLOBE, MAIL & EMPIRE, STAR and TELEGRAM uniformly range from an 11c. a line minimum for 10,000 line contracts to a 25c. a line maximum for transient advertising.

These rates are not unreasonable when compared with rates now in force on other Canadian dailies, while they range with the most favorable rates prevailing in similar sized cities in the United States. The surprise is that Toronto publishers have so long been content to accept an inadequate rate, made ridiculously so by the rapidly climbing expense of publishing during the past few years."



Farmers Who Are Big Business Men

Good dairy stock brings exceptional prices.

Dairy farmers at the Arbogast-Hardy-Haley sale of Holsteins at Toronto last week, paid nearly $21,000 for the fifty-seven head offered. That gives you some idea of the value of a good dairy herd, such as are found on hundreds of Ontario farms. The four-year-old cows in this sale sold for an average of $573. One bull calf brought $700 and J. R. Archibald, a dairyman of Seaforth, paid $2,300 for a thirteen-year-old cow.

Dairymen who pay such prices as these are among the best farmers in Canada. They are men who have big herds, big farms, and well-equipped barns and homes. They have big capital behind them. Their running expenses are large—their buying power great. Provincial Statistics for Ontario recently issued, show that from 5% to 25% more is expended on buildings and equipment per 100 acres in the rich dairy districts of the Province than in the other parts.

But their earnings are greater.

On one dairy farm in Ontario last year, the gross returns from milk, cream, etc., was over $12,000. Prosperity for the dairyman means better living—better farm buildings and equipment; better built and furnished homes of comfort. In one dairy county of Ontario, 69% of the readers of Farm and Dairy own automobiles.

It is just such men as these (nearly 20,000 of them) who receive and read Farm and Dairy every week. It is their guide—the only paper that specializes on their occupation—the dairy field. These homes are the heaviest buying customers the Canadian Manufacturer can reach. As indicated above, his purchases will run as high as 25% above the other districts. That point should never be overlooked in placing your advertising. There is too, only one-outstanding medium that concentrates on these homes—Farm and Dairy. Through our columns you reach the "aristocracy" of the farming community.

Farm & Dairy

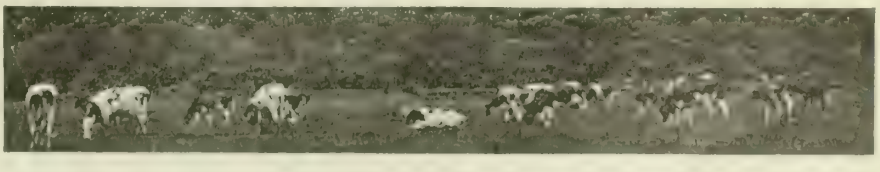
Canada's National Dairy Magazine

A.B.C. member—Reports on request.

Advertising and Color Rates on Request.

Peterboro - - Ontario

P.S.—By the way, you have possibly noted too, that these dairymen are also big advertisers themselves. In the sale above, Arbogast-Hardy-Haley used five and one-half pages of copy—four full pages in one issue. In December 5th issue dairy farmers used nearly fifteen pages of their own advertising in Farm and Dairy. This advertising cost them over a thousand dollars. These men being farmers, know the class of farmers they want to reach. That is why they use Farm and Dairy. YOU can reach these farmers also through our columns.



Dairy cattle are the cheapest human food producers in the world. Dairy farmers are universally the wealthiest.

OPEN LETTER

— TO —

The London Free Press

London, October 23, 1918.

To The Free Press:

I cannot permit the Expansion Campaign of the London Board of Trade to come to a close without expressing my appreciation of the large part which the London Free Press has had in this important and successful undertaking.

. . . . . .

I am sure that the men and women of London will confirm the optimism of their splendid newspapers. . . . . by sending the membership far above its present total of 800.

. . . . . .

Cordially yours,

J. C. R. FOSTER,

Campaign Manager for the American City Bureau.

$600,000

Of Factory Buildings To Be Erected in London Shortly

The Penman's Limited, of Paris, will spend $100,000 and will employ 300 hands at their new plant. The Holeproof Hosiery Company will erect a $250,000 plant and employ 200 hands in their new building. The Peerless Hosiery Company are going to build a $20,000 addition to their factory. Beatty Bros. will erect a machine shop and other buildings to cost over $200,000

(*Excerpt from The London Free Press*).

The London Free Press

(WESTERN ONTARIO'S FOREMOST NEWSPAPER)

Ask any recognized advertising agency about the Free Press and the rich, responsive market it serves.

THEY WHO KNOW

THE KITCHENER

NEWS RECORD

(MEMBER A.B.C.)

Say it always is reliable, accuracy of statement and strict fidelity to the facts, with freedom from sensationalism, have made the News Record the commanding paper of the community.

Circulation data and advertising rates from the Advertising Manager, or from any good Advertising Agency.

Taking Limp Out of Letters Appeals to His Imagination

Box 630,
MONTREAL, November 25th, 1918

The Editor,
MARKETING,
Toronto, Ont.

Sir,—

The Epistles of Mr. Louis Victor Eytinge promise much entertainment and I shall await their further appearance with lively interest.

Now that we are shown our foibles, there can be no excuse for retaining the trite adjective, the hackneyed substantive or the limp participle: as Mr. Eytinge so forcefully points out, why refer to a "separate cover" when you can say "separate wrapper," why speak of a "post card" when you can refer to a "postal" or a "convenience card?."

Of course, most of us know that a little word here and there could be dropped out without marring the sense, that we could say the "7th of last month" instead of the "7th ult.," that we might write "answer" instead of "reply" and that a promise to give an order the "best attention" was superfluous—of these and other peccadilloes we were doubtless aware. Yet who of us would have imagined that "in an hundred of forms," in a dozen ways, so to speak, we could lend to our limping missives a martial stride and a ramrod back?

I confess to a great thrill of delight when I realize that the humble catalogue which we used merely to send herewith, from now will be "hurried to your address in the afternoon mails." What a poesy of business motion, what a throbbing pulsation can now be felt in the channels of trade! What infinite possibilities does the phrase not suggest! No longer need the bookkeeper "enclose statement as requested." Henceforth the platitudinous remark may be "fixed with the atmosphere of effort" and go out with its own crescendo of liveliness, thus: "We hasten to comply with your request of the seventh, and a statement of your account, brought up to the last minute of this day, will go to-night on the Imperial Limited."

Note the "desire to serve" in the word "hasten," note the strength, "always in the ascendant"—"the last minute," "to-night," "the Imperial Limited." The "soldierly walk?" Why, I think that passage is simply titanic in its martial ardor!

What can be more easy than to ring the changes on the example given by Mr. Eytinge, who finds "our Mr. Jones" smacking of slavery, whereas "Mr. Jones, who so splendidly serves us in your territory" is "ennobling!" The possibilities of this neo-nobilitation seem infinite.

Who would now hint that "our Mr. Mowbray will call on you and a basis of credit can then be arranged," when it is so much more "ennobling" to say that "Mr. Mowbray, who so magnanimously reviews our financial situation will place his vast experience at your disposal?" Or, again, who would crudely suggest that "Our Mr. Lighttouch will give you all assistance with window displays," when one can find "an IDEA for the close," and frame it as follows: "Mr. Lighttouch who so unblushingly arranged our exhibition of summer lingerie will gladly assist you with your sub-sartorial revelations."

Dull indeed must be the Secretarial formulas and samples of "resultful letters" cannot lend to the Secretarial output the "crisp, crackling, clean and clear" touches so woefully lacking in "the things we were taught in our youth!"

Why should we not share Mr. Eytinge's objection to "trusting" to have the pleasure of "your early order" when without incurring his reprobation we can say that "we will be looking forward to your order." Why admit the "pleasure" and place ourselves in the category of the "penniless poets dedicating their volumes to pauperizing patrons" when we need merely admit, that we are simply "looking forward?." Why, indeed, when we are permitted to add "Good wishes," or, perhaps, "happy days," or "Here's looking at you?."

From now on, what excuse can we, the overburdened epistolary hacks, bring forth in extenuation of our antiquated, turgid phraseologies when we can illumine our appeals with the assurance that "if you will check, sign and mail the postal"—doubtless in the proper order—"we'll know just how you feel about the matter." Such solicitude for our "prospect" cannot be other than touching; so that when he, the aforesaid prospect (pardon, I am forgetting that "legal verbiage" is taboo)—when the gentleman to whom we have just referred is delicately informed that "we want your orders only so long as it will pay you," he will not hesitate to use the first of the "afternoon mails," or perhaps a day-lettergram to answer the trepidating query "When will you send it?"

Perhaps even, he may remember all that is so "forcefully and earnestly and effectively" remarked in "resultful letter (c)," that the facilities of our office are "at the other end of your telephone, right in front of you, and he may allay our harrowed expectancy with the tintinnabulation of "9642 Bell!"

What can we say in our own defense if we who aspire to inclusion among the "big, Canadian business executives" continue to use henceforth those phrases which were "handed down from our elders who entered business in their youth" (remarkable as such precociousness may seem)? Do we not know, for has not Mr. Eytinge said so, that the "new paragraph is full of expression and personality," whereas the old style will let us "remain in the cemetery of business wrecks."

Look around you, Canadians! Gaze upon the monumental tablets, read the epitaphic lamentations that show clearly why your country's business giants fell behind the march of progress. Throughout our Empire ye may note the awful pretents—on the Clyde, on the Ganges, in Botany Bay, at the base of the Pyramids—the bones and dust of those business concerns whose business letters involved them in "floundering flapdoodle."

Attune your harps, and prepare to twang your threnodies if, dull-witted, you fail to learn the arts of "punch" and "pep." Yet give not vent too soon to your jeremiads; be of good cheer, for from the Land which showed our newspapers the inevitableness of featuring "The Education of Mr. Jiggs" there now comes the Education of Mr. Jones, who "so splendidly serves us" in our commercial inscriptions.

CHIN-CHIN.

One of the many attractive window displays in a window dressing competition conducted by The Citizen's service department.

CARNATION MILK PRODUCTS CO.

MANUFACTURERS OF CARNATION MILK

CHICAGO, October 9th, 1918

OTTAWA CITIZEN,
OTTAWA, CANADA.

Gentlemen:

Just a few lines to express our appreciation of the co-operation you have extended us in connection with Carnation advertising. This sort of work is of great value to the advertising and consequently cannot help but work to your benefit also.

The Contest prizes which you awarded for Carnation windows and the way in which you circulated our large advertisement with a letter causing grocers to put it up in their windows is co-operation to the right kind.

Yours very truly,

CARNATION MILK PRODUCTS CO.

(Sgd) C. E. WITTMARK,
Assistant Advertising Manager

The CITIZEN'S Service Department gives real service.

The Citizen

A Clean Home Newspaper

OTTAWA - CANADA

Daily average net paid circulation for the six months ending September 30th, was

30,716

of which 18,658 were delivered in the city

WHAT ADVERTISING SOLICITORS THINK OF SOME ADVERTISING MANAGERS

The opinion is expressed that many solicitors are men of bigger calibre and larger earnings than the man called on, and are therefore entitled to more considerate treatment.

Written for MARKETING by ONE OF THEM.

I HOPE that MARKETING goes to a lot of men who are advertising managers, because I have something to say to them for their good. My message relates to the small weekly wages of some of them, and to their big conceit.

I am addressing them in my capacity of solicitor. Perhaps I represent an advertising agency; perhaps I am connected with a publication. Just who and what I am is of minor concern. What matters is what I have to say to a class of men, fairly numerous and surpassingly vain.

I want to refer more or less plainly to some of the men we solicitors meet in Toronto, in Montreal and elsewhere.

A MAN WE ALL ABOMINATE.

One man is known to all my tribe. He has been the advertising manager of a very large manufacturing company for many, many years. His firm spends a tidy sum each year in the newspapers and magazines, and on the billboards. The billboard advertising is, so far as design and copy are concerned, infinitely better than what advertising appears in publications. One reason is that clever lithographic artists design the posters. This advertising manager is always ready to fall for" lots of color and superior colored pictures.

The business of the firm employing this young man grows yearly, inevitably. The industry which it represents has been intensively and extensively advertised for many years by several hundreds of advertisers, and the merchandising work of the firms engaged in the industry is of the finest. Annual increases of 30% or more in the general consumption of the class of goods marketed have been continuous for quite ten years. This means that the business to-day has a volume nine times greater than what it had ten years ago. To hold one's job with such a record is easy.

The detestable thing about this man is his vanity. Every canvasser hates him. He is a czar, earning about $300 a month—a fairly good "screw" for a man in his position in Canada. What galls many of the men who solicit him is that they are treated with studied rudeness. One man, earning quite $6,000 a year, as the advertising manager of a technical paper, refers to this regal advertising manager as a "pup." I do not know of a single individual who has a good word to say for this self-exalted advertising manager, except one—his advertising agent; and his friendliness is bread-and-butter love.

The offense of this puffed-up advertising manager is that he will permit no publisher's representative to canvass him. He professes to know exactly the mediums he wants and means to use; and when the year's schedule is made up it cannot later be enlarged; and any canvass is nipped at the outset. The man's attitude is, "You insult my intelligence when you suggest that I should have included your medium. I know exactly what I want, and I use what I want. Now get out." Some scores of solicitors will rejoice when Humpty Dumpty gets his great fall—for a fall is coming to this man some day. No man can hope to keep on holding his job, if it is an important one, without growing. Mr. Humpty Dumpty has been able to play a bluff game for years, but the present management may change or competition may become severe, and then, Humpty Dumpty look out!

MR. SISSY FUSSY.

Sissy Fussy lost his job about a year ago, and I've lost track of him. He was the advertising manager of a company spending $50,000 a year. Of course, the advertising agency really devised and carried through the campaign, but Sissy Fussy imagined that he was the axis of the whole enterprise. He looked after the preparation of the copy, which was chiefly pictorial, and the pictures or illustrations were of his originating. He looked after the cuts, the clerical side of the campaign, received the solicitors of mediums, prepared and supervised the production of the firm's printed matter, and, generally, was a good clerk, receiving $35.00 a week. He took himself seriously, and fussed about his office, and the plant, and put himself continually in the way of the president, whose chief excuse for having him was that he should serve as a "buffer."

This feminine individual knew little indeed about advertising beyond the rates and circulations of the mediums his firm's agency scheduled. Not the first thing did he know about Advertising, with a capital "A." He knew nothing about Merchandising. His knowledge was of the precise sort, scanty and narrow. His "play" was to be on the defensive all the time—to resist every solicitor, and to talk and look owlishly wise. Men earning twice, thrice and four times his wage called on him, hat in hand, and Sissy Fussy couldn't see their size or perceive their calibre. His refuge was in his power to say "no." When I heard that he lost his job, to go into deep obscurity I own to a feeling of satisfaction. "He's got his," was my mental comment.

MR. KIDDER ON THE JOB.

The tactics adopted by Mr. Kidder are to agree with you. He listens well and gives you the feeling that you're making real headway. Of course he can't immediately add your medium, but he praises it. In the warmth of favor you expand and are really surprised and delighted by the good canvass you are putting up; and you are sent away feeling sure that you can report to your boss at night, "We're going to get that firm sure." Mr. Kidder has been found out, and the little hammer has begun to beat its rat-a-tat-tat on his reputation. When Mr. Kidder loses his job, which he will someday, he may want the good will and good word of not a few of the men he jollied; but good men don't pass on to good firms and positions empty vessels. Mr. Kidder gets $45 a week. He's not really puffed up over his job. He holds his position because his firm is doing well, advertising or no advertising. But Mr. Kidder isn't really a strong man. He's not learning. He takes no canvass seriously. He feels rather superior—a cut or two above the men who solicit him, many of whom pull down $3,000 or more a year. A good man wants more than kidding and soft soap and empty promises when he goes a-canvassing. It costs about $2.00 to make a call, and this cost deserves more than bluff stuff. The reputation of Kidder is known in some scores of publishing offices in Canada, and it isn't a high one. Kidder would be wiser if he were truer, and when he loses his present job he may feel that the real friendship and goodwill of the men who call on him would have been worth while—worth present cultivation.

JOHN INDECISION

How John Indecision got his job I do not know. I can guess, however. He had taken a course in Advertising with a correspondence school, and was willing to take $25.00 a week. The firm engaging him has as its active head a supicious son—a man who put confidence in no man. The firm spent $15,000 a year in advertising, and latterly this appropriation has been doubled, trebled and even quadrupled—this, however, after John Indecision left, or was fired—I don't know how he came to leave.

John Indecision knew something about printing, having been a printer at one time. His knowledge of type, typography and advertising design and display was really uneducated, but this he would not admit. About mediums, quality or copy, suitability and excellence of illustrations, about a dozen other things he ought to know John Indecision knew little. Because he knew little, he was cautious and petty. He would not frame up any extended program of advertising, for that would be going beyond his depth. The agency that served him had to keep in weekly touch with him. He would not "pass" copy quickly or O.K. drawings. In fact, John Indecision, earning $25.00 a week, took the greater part of a good copy man's time, for which $60.00 a week was being paid. The

agency placing the business did not earn more than $30.00 a week in the form of commissions, from the newspapers carrying the advertising. Those who called on John Indecision found a man with no mind, a man afraid of them, yet a man in a position to waste their time. He enquired faithfully and fully about rates and circulations, and gave the impression that, having full information, serious special consideration would be given, but the fact was John Indecision was masking his own ignorance by his questions. He lost his job in due time, of course, and today is a canvasser for a paper house.

JOHN BULL, JR.

A wholesale or jobbing house, issuing a catalogue, needed a man to look after it, and found a young Englishman glad to get $20.00 a week. This chap did his plodding work satisfactorily enough, and began to fancy himself.

The jobbing house received the Canadian agency for an American building specialty—something in the hardware line, and determined to advertise it. So they made John Bull, Jr., advertising manager. His business was to get up each week a trade paper advertisement. But the line, being advertised in the United States, in consumer mediums, attracted the attention of representatives of Canadian advertising agencies, and lo! John Bull, Jr. had the felicitous experience of being called on by good men, and it rather alarmed him. He was caught in ignorance and he didn't even know the names of Canadian mediums nor anything about rates, circulations or consumer advertising. Some of the solicitors got to a man higher up, and found him really interested in proposals to do a certain amount of consumer advertising. John Bull, Jr. was instructed to give the matter of consumer advertising his thought.

The big thing, so far as this narrative about John Bull, Jr. is concerned, is that he "stalled"—he blocked the game. Instead of gripping hold of a good agency man and entrusting to him the expenditure of the $5,000 or so, his firm was ready to spend, John Bull, Jr. let himself be fooled into giving an advertisement here and an advertisement there, to the slickest canvassers, and those who bought him luncheons. The luncheons and cigar givings worked havoc with John Bull, Jr.'s mental equilibrium; he became supervain, and then arrogant. He felt himself worth double the $20.00 he was getting, and one day kicked over the traces, by which is meant, he threw up his job and tried to get a better one. but the very worst sort of luck attends the canvasses of the man with the swelled head, and John Bull, Jr., not having really anything to sell worth more than $20.00 a week, slipped out of sight as an advertising man.

STRUTTING POMPEY POMPUS

Another of the men we of the soliciting army dislike thoroughly is Pompey Pompus—a man in his forties. He has been with his company a long time, as a sort of "front." He is relied on to meet and entertain customers when they come to town and call at the factory. He dresses well, has an impressive manner, and some think that he has an enviable job.

Latterly his firm has been doing some advertising—forced to it by competi-

Making Your Letters Thoroughly Efficient

Your letter may sparkle with life—have every essential feature of the perfect letter, and yet will fall short of best results if not given the Correct Dress.

Paper stock in a sales letter is as important as correct dress in the Salesman.

SUPERFINE LINEN RECORD

"Canada's Best Bond Paper"

It is pleasing to the eye because of its snowy whiteness, smooth even surface and texture. It is pleasing to the touch because it has the substance, the rattle and crackle that is only found in the best loft dried paper.

Superfine Linen Record creates confidence and commands respect.

Grand Prix, Paris, 1900.

Look for The "R. Shield" Watermark

It guarantees "Rolland Quality"

THE ROLLAND PAPER CO. LIMITED

High Grade Paper Makers

MONTREAL

CO-OPERATION

with the advertiser is very essential. He should know thoroughly, the territory in which he expects to extend his business and also the productiveness of the community.

The district of South Waterloo, the city of GALT, and towns of PRESTON and HESPELER offer an unrivalled field for advertisers.

This territory is thoroughly covered by the circulation of

THE GALT DAILY REPORTER

Co-operation is our motto. Let us have yours.

Canadian Countryman Heads Important List

—And the Reason Why

During the past month one of the larger concerns manufacturing farm implements finally decided on the list of media that will carry its advertising during 1919. Canadian Countryman heads this list, which includes three other papers published in Ontario. One of these papers runs the Countryman a pretty close second as to quantity of space, and the other two are down for a very much smaller schedule. It is interesting to note that this advertiser is the one referred to in the following paragraph taken from our advertisement in the October issue of "MARKETING":

> "In figuring on the farm publications that should carry its advertising, an implement concern asked each paper for lists of its subscribers for good county or district centres, like Brantford, Woodstock, Kingston, Brockville, etc., and also for all post offices within the retail trading radius of each of these places. A report from the advertiser's local representatives, who cover the territories in question, produced some interesting information bearing on the circulation and standing of the various publications. The Countryman and one other farm paper in Eastern Canada have special reason to be glad this investigation was made. We only hope that other advertisers will adopt some equally definite means of determining what publications they can most profitably use."

As usual our latest A.B.C. report shows net paid circulation considerably in excess of our guarantee to advertisers. We will be glad to supply copies of this report on request.

THE CANADIAN COUNTRYMAN
MEMBER A.B.C.
GOODYEAR BUILDING TORONTO, ONT.

tion. The principal or president is a young man—in his early forties—and has the will to employ advertising; but he is working into his knowledge and experience cautiously. Pompey Pompus is nominally the advertising manager. He is just chore boy. The real man is the president, and if you can get to the president you get a real chance to get business. But if you don't know enough to go straight to the president you'll waste time and talk on Pompey Pompus.

Pompey doesn't believe in advertising, which means that he isn't even remotely interested in your medium. He would have difficulty in naming offhand the daily newspapers in the ten largest cities of Canada. He couldn't name six farm papers, nor the half dozen or so magazines of Canada. He is absolutely ignorant of what constitutes good copy. He can't talk agate lines. Agency service is quite a fog to him. He doesn't even try to remember the names of the men who call on him.

Some day just as sure as shooting, the firm Pompey is supposed to serve is going to become a vigorous advertiser. It is a matter of necessity, and the president is getting ready to start the big campaign. In that day of happenings, Pompey will get shoved aside like an old boot. A new and live man will be made advertising manager, and he'll grow, if he is a well-picked man, into a force. Pompey's radiance will fade, and Pompey will discover himself to be a has-been. Being stupid and full-blooded he may die of apoplexy. In any event, he'll fade away into invisibility, and 'twill serve him right.

SOME SOLICITORS I KNOW

One of the best solicitors I know is a $7,000 a year man, straight salary. This man has to call on rabbits, foxes, bears and lions. He likes the bears and lions best. He dislikes the rabbits. Imagine a man drawing $140 a week or so having to spend precious time time canvassing a $20 or $25 a week rabbit!

Another man I know gets $5,000 a year straight salary. Many of the men he has to canvass are little men who imagine themselves to be hot stuff.

Another solicitor, a Toronto man, had his income assessed at $11,000 odd. He protested, and his assessors knocked off $1,000. This man, earning over $10,000 a year has to spend the greater part of his time, when he is out after new business for his newspaper, fencing with pygmies getting $25 or $30 a week. These dwarfs quite fail to understand that they are $25 men sparring with $50 men, with men earning $60, $75, $100 a week or more. For some reason, good or bad, these $25 men have been put in positions of supposed importance; and because they are able to block the passage-way to the boss's office they acquire the conceit which quickly attaches itself to ignorance.

ADVERTISING MANAGERS READ THIS

You men who are advertising managers of factories, jobbing houses and mail order houses, let me give you some good counsel. In the very first place, take it for granted that the man representing a good medium for a good agency is "drawing" twice or thrice as much money a week as you are getting, and he knows it. He knows that his

work is five times harder than yours is, and that good advertising solicitors are rare. He knows, too, that you couldn't hold down his job for two whole days. He knows that if you lose your job you're going to have a rotten time of it finding a new one.

Now, if you, a small potato, put on side and swank a lot, and are a bit rude, then be very sure you're making an enemy of the very man whose goodwill is worth having.

Meet men honestly. If your appropriation cannot be enlarged, say so plainly and frankly. If it is an elastic one, learn all you possibly can about the proposals put before you. Listen with both ears, yet believe with only one of them; but sift to the bottom what you hear. Learn from the men who call on you and spin their meshes before your eyes. Make these men your teachers. But do it all honestly. The good man with a good proposition will "take" to you and will help you. Even the fakir type may teach you something.

When You Lose Your Job

Advertising men, like school teachers and preachers, have the loose foot. For some reason or other, they move about most discreditably. Some of the advertising men one meets think it a sign of strength to be able to recite a long list of firms or publications or agencies they have been with. The fact is that it is vastly more of a recommendation to be able to say, "I have been with only two firms in the last fifteen years —with Black & White for nine years, and with Green & Brown for the last six years." However, the millenium hasn't yet come, and advertising men still feel it to be a feather in their caps to be able to say they have been with five different firms in the last five years.

The average advertising manager doesn't last long in the service of any employer. He quits the firm either by his own will, or by the will of the man engaging him. Usually, the ambulatory advertising man wants and needs the goodwill and service of the representatives of advertising agencies, of publications or of printing houses. But if the advertising manager has alienated the favor and desire to serve of every good man who canvassed him, then it is to be expected that he'll get the boots put to him when he must go about begging favor.

Perhaps I am wasting my time in writing words of counsel addressed to little men—men of immense conceit and of small mental calibre. Yet I do hope that some $25.00 a week man who may be called on to-morrow by a man earning $75.00 or $100.00 week will have the gumption to know which is the bigger man, and that he'll show the right sort of deference. This deference doesn't consist in letting the high-earning man crowd the weaker or smaller man; it consists in being frankly honest, and in evincing a genuine desire to learn what the superior man has to communicate. The $25.00 a week man owes allegiance to the man who pays him his weekly screw, not to the high-priced canvasser; but this allegiance requires him to learn all he can of value from the high-priced man, with a view to using what he learns from the $60.00 or $75.00 or $100.00 a week solicitor.

Furthermore, the advertising manager now earning $25.00 a week ought to be doing his level best to make him-

Peace Plans—
and Home Plans!

Face to face with the problems of readjustment to peace conditions, manufacturers must realize that the biggest problem of the next few years will be the sales problem.

Owing to the tremendous increase of facilities and equipment in Canadian factories due to war orders and the increased consumption due to the difficulty of importation many manufacturers find themselves with greater production possibilities than the ordinary market demands.

Extra sales effort too will be required to keep Canadian made goods in their place when the flood of American and European goods comes again.

In the face of these and other sales difficulties.

EVERYWOMAN'S WORLD
Canada's Greatest Magazine

can render a distinct service. The most reliable figures available show that sales made to women are as follows:

Department Stores	80%
Drug Stores . . .	68.3%
Grocery Stores . .	89.1%
Automobiles . , .	50%

Add to this actual purchasing power the constant influence of women on the purchases of men and the importance of selling the woman begins to appear in its real significance.

In over a hundred thousand of Canada's best homes, EVERYWOMAN'S WORLD is anxiously waited for and eagerly read from cover to cover. Its advertisements and its editorials play an important part in the home plans of its readers.

With the co-operation of EVERYWOMAN'S STOREKEEPERS (a complimentary service linking manufacturers and retailers) EVERYWOMAN'S WORLD can be of utmost value in your merchandising plans.

Ask us to prove it!

EVERYWOMAN'S WORLD
Canada's Greatest Magazine
Toronto, Canada

More than a hundred thousand monthly—members A.B.C.

THE MOST FOR THE MONEY MEDIUM

Street Car advertising reaches more people for less money than any other medium.

You do not have to take our word for it. Take the sworn statements furnished to the Department of Railways at Ottawa.

The lines we control carried last year a total of 500,-591,480 passengers, a daily average circulation (including Sundays) of 1,371,483.

To reach this enormous circulation cost the advertiser $10,521.60, an average of only one dollar for each 47,675 passengers carried.

Do you know any other medium that will place a 2,000 line advertisement before 47,675 readers for One Dollar?

The Canadian Street Car Advertising Co.
LIMITED

TORONTO MONTREAL WINNIPEG

POSTERS are the heavy artillery—the barrage—which pave the way for your goods to go "over the top."

The "strategy" which makes their use most effective is the fruit of much experience. This is where I can be of service to you. Let me show you how.

A.R. KENT

Outdoor Advertising
Everywhere in Canada

Kent Building,
TORONTO

self worth $50.00 a week to his present employer, or to some other employer; and if he wants to earn twice as much as he is now getting he must grow. He can't deliver bluff stuff—froth—and get double pay. He must have the goods. The astute and mentally sound advertising manager will learn all he can from those who can teach him, and these teachers are likely to be the men who call on him day after day in the hope of getting business.

Finally, the advertising manager who is getting $50.00, $75.00 or $100.00 a week, if he has any tendency in the direction of self-exaggeration, should measure himself alongside the men known to him earning from $10,000 to $50,000 a year. What is the reason? And what does the man earning $25,000 a year think of the advertising manager earning only a paltry $3,000 or $4,000 or $5,000 a year? Vanity is an attribute of small minds. Let the advertising manager bear this always in remembrance, and con the aphorism.

"Knowledge is proud that he knows so much,

Wisdom is humble that she knows no more."

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Facing the Future Confidently

(*Continued from page 13*)

leadership were certain in the responsible departments at Ottawa, there would need to be no doubt on that score. Unfortunately we cannot be sure that the right brand of leadership will be forthcoming.

The second most interesting consideration is with reference to prices. It has been rather generally supposed that the cost of things would start to go down just as soon as the fighting ceased. On the day that the Hun cried "Enough," men carried the idea in the back of their heads that the high cost of living would immediately start to recede. From many quarters to-day word comes that retailers even are refusing to place any orders. They shoo the travelers away with the gentle admonition that, "Prices are going to come down at once."

This is a pleasant but dangerous myth. Any decline in prices will be very gradual and in most lines it is practically certain that there will be no drop at all, at least, not for some time. It is impossible, in fact in many important staples. The price of flour, for instance, has been fixed until November of next year. The price of sugar has been fixed for another year. Coffee may go higher. Not so long

Quality and Service

Multigraph Letters

Mailing Lists
Adv. Letters Written
Best Produced Anywhere

Addressing Folding Mailing

PHONE ADELAIDE 3313

HARRY EDWARDS & SON
E. BENNETT, Manager
152 Bay Street, - - TORONTO

ago the Brazilian planters were feeling panicky about the prospects for good coffee prices. As soon, however, as the first hints of peace came they immediately stiffened up. To-day they won't sell. They are waiting for bigger prices. The explanation is that Germany and Austria, both heavy coffee consumers, have practically no supplies and will come on the market strong. In the matter of clothing, prices cannot come down very much, if at all, with cloth so scarce. Experts say that the demand for steel will inevitably keep the price up. And so on all along the line.

To anticipate that prices are going to slump at once would be going at variance to the facts. There is only one factor that might produce a drop in prices and that is the possibility of a drop in wages.

In the meantime business conditions remain good. No matter what befalls, the people of Canada have plenty of money. The tremendous success of the Victory Loan indicates how prosperous the country is and how confident the people as a whole are. The crops were especially good in the east and the farmer is in a splendid position.—MACLEAN'S MAGAZINE, December.

❦ ❦ ❦

Montreal La Presse has increased its single copy price to subscribers to two cents.

❦ ❦ ❦

The Vancouver World has appointed Charles H. Eddy Company, special representatives in New York, Chicago and Boston.

Intensive Cultivation

The modern Farmer knows his soil before he cultivates; he knows its possibilities of development.

If you are planning to cultivate the farm field intensively, why not get the facts about "Our Field," (comprising the whole of Eastern Ontario and Western Quebec). A most productive farm area — money making and money spending, powerful and progressive, producing for instance, one half the cheese exported from all Canada.

Our booklet "The Great Central Dairy Belt of Canada" is full of facts about "Our Fields"—Important Statistics that prove our quality circulation. Send for your copy—no obligation, no charge.

The Ottawa Farm Journal

Member A.B.C. OTTAWA, CANADA

Toronto Branch Office; J. B. Rathbone, 95 King St. East.
New York; Chas. H. Eddy Co., Fifth Avenue Building.
Chicago; Chas. H. Eddy Co. Peoples' Gas Bldg.
Boston; Chas. H. Eddy Co., Old South Bldg.

MULTIGRAPH LETTERS

REPORTING ADDRESSING
PUBLIC STENOGRAPHER

For firms in all parts of Canada

E. Marie Halter
305 Dominion Bank Bldg.
TORONTO
Telephone: Adelaide 5444

Consumption-Cure Advertisements Wanted

The "consumption curists"—the most heartless, contemptible and bare-faced fakirs that ever disgraced advertising pages—are again creeping out of their holes and, with the ready aid of some publishers, are taking money from the pitiable but always hopeful victims of the Great White Plague.

I want to make a complete collection of this particular class of iniquitous advertisements for the purpose of passing the enlightening exhibit around among decent advertisers. Help me by sending every nostrum advertisement that you see promising directly or indirectly a cure, or a substantial relief, for tuberculosis of the lungs. Be sure to send the complete page of the publication, showing the title and the date, so that the publishers who assist in the fleecing of consumptives may share properly in the publicity.

S. ROLAND HALL,
COLLEGE HILL, EASTON, PA.

Steel Shelving Saves Time, Space and Money

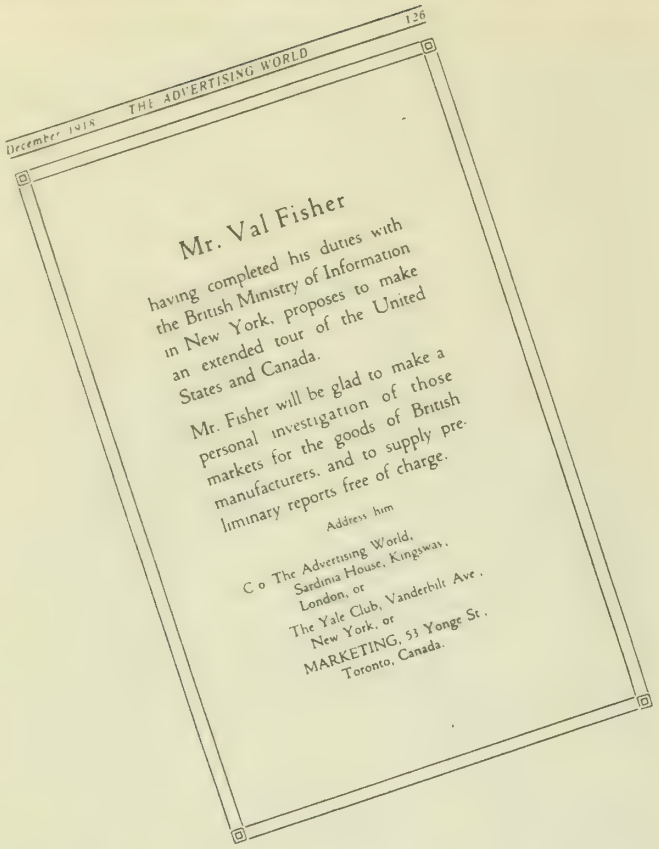
DENNISTEEL Shelving takes proper care of stock, preventing waste and spoilage through careless handling, and saving time in finding the article required.

It provides 25% more storage capacity than wood, saving valuable floor space. In stock-taking, everything is simple and quick—the stock is properly kept. DENNISTEEL Shelving is adjustable to requirements, will carry heavy loads, is vermin and rodent proof, will not crack, split, rot or warp, is FIREPROOF, reasonable in cost and lasts a lifetime. Easily erected or dismantled with the aid of a screwdriver.

Write for folders

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON
CANADA

Halifax Montreal Ottawa Toronto Winnipeg Calgary Vancouver


December 1918 THE ADVERTISING WORLD 126
Mr. Val Fisher
having completed his duties with the British Ministry of Information in New York, proposes to make an extended tour of the United States and Canada.
Mr. Fisher will be glad to make a personal investigation of those markets for the goods of British manufacturers, and to supply preliminary reports free of charge.
Address him
C o The Advertising World, Sardinia House, Kingsway, London, or
The Yale Club, Vanderbilt Ave., New York, or
MARKETING, 53 Yonge St., Toronto, Canada.

The ADVERTISING WORLD

LONDON, ENGLAND

FORESEEING the unparalleled opportunity for British manufacturers in Canada THE ADVERTISING WORLD — representative and only independent British advertising publication —is making an investigation on the spot of the Canadian market for British advertised goods.

In keeping with its long-established policy of furnishing British manufacturers with the fullest information regarding all markets for their goods, THE ADVERTISING WORLD will devote its February number to Canada.

The information concerning Canada will reach every worth-while British manufacturer through the subscription list of THE ADVERTISING WORLD, and special arrangements have been made to place it in the hands of *all* British export houses.

Copy for advertisements can be received at the offices of Marketing up to 31st December or in London up to January 21st. Printing size of page is 5 x 8 in., we print in two colors. The rates are $50 a page, with discounts of 10% on orders for six insertions and 15% on orders for twelve insertions.

Copy and communications will be promptly forwarded if addressed C o MARKETING, 53 Yonge Street, Toronto.

The ADVERTISING WORLD

Sardinia House Kingsway

London, England

(*Continued from page 4*)

requiring correspondence. He should not leave it for the correspondent to piece the situation together. He can pass along scraps of information which will help the correspondent to get a close point of contact, something about the customer's hobby, his family, or anything of an intimate nature. He can send in reports that say something, instead of a lot of checks and blanks. And last, but not least, he can show some appreciation for what the correspondent is doing to help him make more money.

Your salesman is the first man in the office to cry out that nobody appreciates his work. If he does not get a pat on the back everyday or so from the sales manager he is sure that the sales manager has it in for him. He craves appreciation. But it never occurs to him to say "Well done, old scout" to a correspondent whose well-turned letter has helped him to land a nice order. Yet how much it would be appreciated. There is not one of us who does not work just a little harder, and try a little more, when we feel that our efforts are appreciated.

It is this thought of appreciating each other that I would like to leave with you as the one big outstanding essential in co-ordinating the work of salesman and correspondent. It is said that nothing great was ever accomplished without the moral support of some good woman. I want to paraphrase this: Nothing great will ever be accomplished in co-ordinating the work of salesman and correspondent unless the bond of comradeship between the two is well and firmly forged. The big thing in co-operation is understanding one another. Once we understand that, all the other problems fade into insignificance.

❦ ❦ ❦

John S. MacLean, for the past five years advertising manager of the Canadian General Electric and Canadian Allis Chalmers Companies, has resigned to go with the Toronto Globe.

❦ ❦ ❦

Lieut. J. A. Stewart, son of F. W. Stewart, Canadian manager of Cluett-Peabody & Co., and President of the Montreal Publicity Association, has been decorated with the Distinguished Flying Cross, which puts him among Canada's premier aces.

❦ ❦ ❦

The D'Allaird Manufacturing Company of Montreal, makers of women's blouses are showing the trade that waists *can* be successfully advertised, as indicated by the rapid growth of this company's business and the steady expansion of its advertising. Their advertising has recently been placed in the hands of the Advertising Service Company, who will look after the advertising of the retail stores, now located in all principal cities, and also for the mail order department which is becoming an important branch of the business.

❦ ❦ ❦

Louis Moen, formerly head of the art department of a large St. Paul, Minn., printing house, and Bert Valentine, a successful commercial artist of New York, have been added to the staff of Herald Press Limited, Montreal, already one of the best equipped art departments in Canada.

ABOVE-BOARD CIRCULATION

Publications listed below merit special consideration because their circulation records are subject to regular and rigorous examination by the Audit Bureau of Circulations. Present day advertisers want to know more than vague figures indicating volume of circulation. They want complete details, including facts indicating value. Bills for all other purchases are carefully checked to verify delivery; why not advertising bills similarly? The figures quoted below represent average circulation as may be verified by each publisher's latest report. A complete analysis, including all essential facts, is given in detail in complete A.B.C. Report which should be secured from publisher.

✣ DAILY NEWSPAPERS ✣

Calgary, Alta., HERALD (E) 24,339
The largest daily between Winnipeg and Pacific Coast. The Herald is the recognized advertising medium of the western prairie provinces. A big paper that expresses the progressive spirit of the Great Canadian West.

Edmonton, Alta., JOURNAL (E) 17,845
The one outstanding daily in Central and Northern Alberta.

Lethbridge, Alta., HERALD (E) 6,228
One daily in big prosperous farming district, one of the best markets in west.

Brantford, Ont., EXPOSITOR (E) 8,542
In a city of 5,900 homes has a guaranteed local circulation of over 5,500.

Kingston, Ont., BRITISH WHIG (E) 5,874
Only A. B. C. paper in Kingston or district. A 2c. evening paper selling solely on its merits.

London, Ont., FREE PRESS (M. & E.) 40,594
Produces best results for most local, national, classified advertisers, provable.

Ottawa, Ont., CITIZEN (M. & E.) 30,716
Protects legitimate advertisers by refusing liquor and all medical advertising, etc.

Stratford, Ont., HERALD (E) 3,303
Only A.B.C. paper. Largest circulation, both total and local, and steadily gaining.

Sherbrooke, Que., RECORD (E) 10,447
Exclusively home Daily of 65,000 English people in Southern Quebec.

Moose Jaw, Sask., TIMES (E) 7,097
Largest circulation in its trading territory. Oldest, largest and best medium.

✣ MAGAZINES ✣

CANADIAN COURIER (Bi-W) Toronto 50,000
Now goes into one in ten English speaking urban homes in Canada.

CANADIAN HOME JOURNAL (M) Toronto 27,111
During 14 years has been building up a select clientele of loyal interested readers.

EVERYWOMAN'S WORLD (M) Toronto 119,149
The dominant selling medium in all cities towns and villages throughout Canada.

AGRICULTURAL MEDIUMS

CANADIAN COUNTRYMAN (W) Toronto 37,767
Editorial weight. Large circulation. Record of results.

CANADIAN FARM (S.W.) Toronto 25,018
A farm paper for the producing farmers and the most complete market service in Canada.

TRADE NEWSPAPERS

HARDWARE AND METAL (W) Toronto 3,805
Canada's National Hardware Weekly, published every Saturday since 1888, and receives highest subscription price of any Hardware Trade Paper in the World, because it gives real service. Subscribed to by practically every worth-while hardware buyer, wholesale and retail, in the Dominion.

CANADIAN GROCER (W) Toronto 6,025
Canada's authority on grocery markets and conditions for 31 years. Particulars on request.

A.B.C. a Standard Measure

The A.B.C. gives a real service to its members; a service of tangible circulation facts and data accepted as impartial and accurate; a service that disseminates standard information to all members—the whole truth—and in such form that any point of information is readily and quickly accessible and easily comparable.

Advertising space is now bought and sold by a standard measure—A.B.C. reports. These have given circulation a known value. The Advertiser now can *figure on figures based on facts.*

The man who decides upon the media, wherein you spend your advertising appropriation, selects A.B.C. publications because he *knows* that for every dollar spent in advertising space he will get 100 cents' worth of circulation in quantity and with the correlative facts contained in A.B.C. reports he can arrange his advertising to reach the readers desired.

Audit Bureau of Circulations

703 Venetian Building, Chicago, Ill.

1211 Candler Building, New York, N.Y.

Half a Billion Dollars

the objective set for Canada's 1918 Victory Bond Campaign and magnificently exceeded, is a large sum of money any way you take it.

Do you know that the money value of the Cereal Crops of two Prairie Provinces, Manitoba and Saskatchewan, for the past season totalled far more than half a billion dollars?

Here are the figures:

Manitoba			
Wheat	50,676,422 bu. at	$2.10	$106,420,486
Oats	60,000,000 " "	1.00	60,000,000
Barley	38,570,000 " "	1.00	38,570,000
Rye	25,710,000 " "	1.50	38,565,000
Flax	755,727 " "	4.00	3,022,908
	Total		$246,578,394
Saskatchewan			
Wheat	92,220,000 " "	$2.00	$184,440,000
Oats	115,050,000 " "	.80	92,040,000
Barley	14,597,000 " "	1.00	14,597,000
Rye	840,000 " "	1.68	1,411,200
Flax	4,522,200 " "	4.00	18,088,800
	Total		$310,577,000
	Grand Total		$557,155,394

The prices on which values are based are $2.10 for wheat as so large a percentage of Manitoba Crop is No. 1 Northern; $1.00 for oats because much of the Manitoba oat crop will bring seed prices; $1.00 for barley as the grade is high and recent prices seem to justify that figure; $1.50 for rye; $4.00 for flax as much of the Manitoba flax is "fibre" and goes to the British Government at $4.50.

In addition to the above Manitoba has already sold nearly 100,000 hogs, and over 75,000 head of cattle at excellent prices. There are also the returns from hay and fodder crops which this year will be enormous and there will be several million dollars for butter. The value of the potato crop is estimated at $5,000,000.

Saskatchewan will have a relatively less return from potatoes and fodder crops, but has already sold 150,000 hogs, over 100,000 head of cattle and has a heavy fall run ahead. Her dairy season also has been good and the prices received have yielded millions.

Winnipeg as the commercial and financial metropolis of this territory, in common with the small urban centres, naturally reflects the prosperity which prevails in the rural districts as a result of the production indicated by the above figures.

In planning an advertising campaign to reach this attractive field the Winnipeg Free Press with its large circulation and universally acknowledged power will undoubtedly receive your first consideration.

Any Advertising Agency or our Toronto Representative, E. J. Guy, 302 Royal Bank Building, will be glad to give you all further desired information respecting the Free Press and its field.

Manitoba Free Press Company Limited

Winnipeg

When the West Calls for the Mail

WEEK in, week out—month after month—in the rush times of seeding and harvest—during the short, quiet winter days, the farmers of Western Canada call at thousands of post offices for their mail.

And one of the most important items of their mail each week and month, is the Farm Journal they subscribe to.

The farmer trade in the West is all important.

Sixty-five per cent. of Western Canadians are farmers.

Practically all the retail stores through which your goods are sold are located as near him as they can get—because they exist on his trade alone.

Is your firm spending enough effort to capture and consolidate Western Canada trade?

Are you advertising aggressively, consistently, to the Western farmer?

The Farm Journals listed here should carry *your* advertising. Every month these well-edited-papers, devoted specifically to the farming trade furnish information, education and recreation to the farmer *and his family.*

This is a compact and profitable market—actually and potentially it is one of the most profitable and accessible markets in the whole world. In spite of disquieting rumors, *Western Canada crops are worth more this year than ever before.* The present state of this market and its illimitable possibilities, warrant you in taking immediate steps to cultivate this field—you are not fair to your business if you neglect to do so.

Every recognized Advertising Agency is in possession of the circulation, rates and all details of these four leading Western Farm Papers. Or if you want specific information regarding the markets for your goods among their subscribers, write them direct.

The Farm Papers of Western Canada

Farmer's Advocate
(Weekly) Winnipeg,
Member A.B.C.

Grain Growers' Guide
(Weekly) Winnipeg,
Member A.B.C.

Canadian Thresherman and Farmer
(Monthly) Winnipeg
Member A.B.C.

Nor'-West Farmer
(Semi-Monthly) Winnipeg
Member A.B.C.

Ask Your Filing Clerk

She'll tell you what a carnival of confusion reigns when the transfer of your old papers and records is "put off" till the last minute.

She'll tell you how great the possibilities of mislaying papers in the year end rush—how serious the chance of even losing vital business documents.

And then it only adds to the burden of year end work—for you and your staff. And who likes night work!

A little bit of preparation *now* will avoid all this—will obviate confusion in your files—will prevent dissipation of effort and make overtime unnecessary.

Just call the nearest "Office Specialty" Service Store on the telephone and get one of our System experts lining up your transfer requirements. All that he knows about filing and record-keeping systems is offered to you without fee or charge.

It's a little less than a month now till the end of the year. Action is needed. Call the "Office Specialty" store on the telephone *today*.

FREE—This Text Book

A postcard request will bring to your desk a copy of "How to Transfer Papers and Records"—a text book needed by every office manager and his assistants.

THE OFFICE SPECIALTY MFG. CO., LIMITED
Home Office NEWMARKET Canada

Filing Equipment Stores at

Toronto Montreal Ottawa Halifax Hamilton Winnipeg Regina Edmonton Calgary Vancouver

LABOR SAVING OFFICE DEVICES — "Y and E" — TIME IS MONEY

OFFICE SPECIALTY
FILING SYSTEMS